

# FINANCIAL TIMES

## European Central Bank

Too much like the Bundesbank for comfort

Personal View, Page 18

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If secrecy goes, can they compete?

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## Jungle lessons

Lions win by 'continual mentoring'

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## FT WEEKEND

Conflict up and down the keyboard

TOMORROW

World Business Newspaper http://www.ft.com

FRIDAY AUGUST 8 1997

## BAe joins Saab in offer of Nato jets for Czechs

British Aerospace and Saab, the Swedish aircraft group, have offered to license production of their Gripen fighter jet to the Czech Republic, thus raising the stakes in the west's scramble to sell Nato-compatible fighters to central European countries. The offer exceeds anything yet placed on the table by France's Dassault, maker of the Mirage fighter, or US manufacturers Boeing (F-16) or Lockheed Martin (F-16). Page 18

**Long-term 2.5% growth forecast:** The "new economy" of the US, powered by technological advances, will produce long-term sustainable non-inflationary growth of between 2.5 per cent and 3 per cent annually, the National Association of Manufacturers said. Page 5

**Geneva site for Korean peace talks:** North and South Korea, the US and China have made progress toward four-party peace talks to bring a formal end to the 1950-53 Korean war. Geneva has been tentatively chosen as the site for the talks. Page 3; A Korea change, Page 17

**Mediation hope on UPS impasse:** Federal mediators were hoping to re-start talks between United Parcel Service and the Teamsters union to end a strike that has almost halted domestic deliveries by the biggest US parcel company. Page 5; Editorial Comment, Page 17

**Market tuned in to Fuji TV listing:** The listing today on the Tokyo stock market of Fuji Television Network, one of Japan's five national commercial broadcasters, is being watched as a measure of investor interest in Japan's nascent digital satellite broadcasting industry. Earlier this year, Fuji TV said it would join Rupert Murdoch's J-SkyB venture with Sony and computer software company Softbank. Page 19

**Barclays shares rise on buy-back:** Barclays, the UK bank, announced plans to buy in another £400m of its shares and step up its dividend payout as it beat forecasts with an 11 per cent improvement in first-half operating profits to £1.33bn (\$2.18bn). Barclays has already bought back £230m of shares this year. Page 19; Lex, Page 18

**Proton, the Malaysian carmaker, warned it would be hit by depreciation of the ringgit against the yen.** The statement was one of the first to acknowledge that the ringgit's decline was affecting results, and demonstrated Proton's dependence on components imported from Japan. Page 19

**Cuba unsettled after bombings:** A series of bombings at Cuban hotels and tourist offices, is taking its toll on confidence among visitors and tour companies in Havana. The Cuban government blames the US for the attacks, which seem to be aimed at scaring off foreign visitors and damaging the fastest-growing economic sector on the communist-run island. Page 18

**IMF warning to Hanoi:** Vietnam needs a "new generation" of rapid and comprehensive reforms if it is to avoid economic slowdown, the International Monetary Fund warned. Page 3

**Wait for spares in space:** Hours before arrival of a replacement crew, the problems aboard the Mir space laboratory grew more complex when Russian Mission Control said an oxygen generator could not be fixed until a new part arrived this autumn. They stressed that the crew had enough air for at least 24 months.

**DuPont, largest chemical company in the US, said it would invest \$1.7bn for an eventual 20 per cent stake in Pioneer Hi-Bred International, the Iowa-based agricultural technology group.** The companies will also form a joint venture to be called Optimum Quality Grains. Page 19

**Aircraft crash:** Four crew were presumed dead in the crash of a DC-8 cargo aircraft that went down after taking off from Miami International Airport. The jet was operated by Fine Air, which began offering stock on the Nasdaq exchange the day before the crash.

**King bows to coup:** Cambodia's ailing King Norodom Sihanouk gave a green light for strongman Hun Sen to replace the king's son, Prince Norodom Ranariddh, as co-prime minister, effectively endorsing last month's coup.

**Crickets:** Australia were 302 for three at the end of the first day of the fifth Test against England at Trent Bridge, Nottingham. They lead the six-match series 2-1.

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STOCK MARKET INDICES		GOLD	
New York: Dow Jones Ind. Av.	8,261.17 (+1.88)	New York: Comex	322.5 (\$18.2)
NASDAQ Composite	1,631.58 (+1.14)	London: close	322.1 (\$20.15)
Europe and Far East			
CAC40	3,598.34 (+19.25)		
DAX	4,414.25 (+78.96)		
FTSE 100	2,088.8 (40.5)		
Nikkei	14,475.05 (+225.22)		
US LUNCHTIME RATES		DOLLAR	
Federal Funds	5 1/4%	New York: Imbition	2 1/4 (1.5800)
3-mth Treas. Bill: Yld	5.27%	DM	1.6705
Long Bond	10 1/4%	FF	1.3005
Yield	6.47%	Y	118.555
OTHER RATES		London:	
UK 3-mth Interbank	7 1/4% (same)	£	1.586 (1.6011)
UK 10 yr Gilt	10 1/4% (same)	DM	1.2733 (1.2745)
France: 10 yr OAT	58.25 (58.15)	FF	6.3213 (6.3278)
Germany: 10 yr Bund	102.32 (102.42)	Sfr	1.5302 (1.5288)
Japan: 10 yr JGB	104.5822 (104.5391)	Y	118.5 (118.9)
NORTH SEA OIL (Argus)		Tokyo close:	Y 118.85
Brent Dated	\$18.91 (18.1)		
DM	2.9711 (3.0012)		

SCHEDULED PAYMENTS		SCHEDULED PAYMENTS	
Aug 11: 100m	Aug 11: 100m	Aug 11: 100m	Aug 11: 100m
Aug 12: 100m	Aug 12: 100m	Aug 12: 100m	Aug 12: 100m
Aug 13: 100m	Aug 13: 100m	Aug 13: 100m	Aug 13: 100m
Aug 14: 100m	Aug 14: 100m	Aug 14: 100m	Aug 14: 100m
Aug 15: 100m	Aug 15: 100m	Aug 15: 100m	Aug 15: 100m
Aug 16: 100m	Aug 16: 100m	Aug 16: 100m	Aug 16: 100m
Aug 17: 100m	Aug 17: 100m	Aug 17: 100m	Aug 17: 100m
Aug 18: 100m	Aug 18: 100m	Aug 18: 100m	Aug 18: 100m
Aug 19: 100m	Aug 19: 100m	Aug 19: 100m	Aug 19: 100m
Aug 20: 100m	Aug 20: 100m	Aug 20: 100m	Aug 20: 100m
Aug 21: 100m	Aug 21: 100m	Aug 21: 100m	Aug 21: 100m
Aug 22: 100m	Aug 22: 100m	Aug 22: 100m	Aug 22: 100m
Aug 23: 100m	Aug 23: 100m	Aug 23: 100m	Aug 23: 100m
Aug 24: 100m	Aug 24: 100m	Aug 24: 100m	Aug 24: 100m
Aug 25: 100m	Aug 25: 100m	Aug 25: 100m	Aug 25: 100m
Aug 26: 100m	Aug 26: 100m	Aug 26: 100m	Aug 26: 100m
Aug 27: 100m	Aug 27: 100m	Aug 27: 100m	Aug 27: 100m
Aug 28: 100m	Aug 28: 100m	Aug 28: 100m	Aug 28: 100m
Aug 29: 100m	Aug 29: 100m	Aug 29: 100m	Aug 29: 100m
Aug 30: 100m	Aug 30: 100m	Aug 30: 100m	Aug 30: 100m
Aug 31: 100m	Aug 31: 100m	Aug 31: 100m	Aug 31: 100m

# US acts to reduce call charges

By Bruce Clark in Washington

International rates to fall under FCC proposals

The US yesterday launched a campaign to reduce charges for international telephone calls by limiting the amount that US carriers pay their overseas partners. The plan, which alarmed the telecommunications authorities of many countries when it was published in draft form last December, has been modified to give poorer countries longer to adapt to the system. But the proposals adopted yesterday retain the principle that net payments by US carriers should be limited by benchmarks, reflecting the Federal Communications Commission's view of objective costs.

Mr Reed Hundt, the FCC chairman, said the plan should bring about a "radical, radical drop" in prices and end the net transfer of \$500 per year from US carriers to foreign partners. US officials said their approach should benefit all participants in the \$600 per year international telephone market because traffic will increase as prices fall. Over-charging by foreign partners was the main reason

why US consumers paid about 68 cents per minute for overseas calls, compared with 13 cents per minute for long-distance domestic calls, an FCC official said. The change has met strong opposition among developing countries which use hard-currency income from processing international calls to fund construction of domestic telephone systems. Under the plan laid out yesterday, non-US telephone markets would be divided into five

categories. Each category is assigned a benchmark or maximum rate per minute for the completion of calls, and a timetable for introducing it. The richest countries, such as Japan and those in the European Union, would have to switch to 15 US cents from next year; "upper-middle income" countries to 19 cents within two years; lower-middle income nations to 19 cents within three years; low-income countries to 23 cents within four years; and the poorest

countries to 23 cents within five years. Officials at the US Federal Communications Commission, said they were prepared to shelve their proposals if other countries agreed on a co-ordinated approach to rate-cutting through the International Telecommunications Union. "Our initiative is an incentive to the multilateral community to take action," one FCC official said. "The Commission may forgo its own plan if a multilateral settlement is reached."

Cable and Wireless, the UK-based telecommunications group, said it expected to be "active in opposition" to the decision. It said the issue should be handled collectively through the ITU. "This attempt by the FCC to deal with the issue of accounting rates unilaterally risks undermining the very existence of international telecoms services," said Mr John Taylor, head of regulatory affairs. FCC officials said they would monitor the market carefully to see whether US carriers passed the benefits of falling costs on to consumers.

## Oneximbank sets sights on Russian oil sale

By John Thornhill in Moscow

The president of Russia's Oneximbank group, Mr Vladimir Potanin, yesterday set his sights on acquiring Rosneft, the last big state-owned oil company, when it is privatised later this year. Mr Potanin said in an interview with the Financial Times that Rosneft, which accounts for 5 per cent of the country's crude oil output, would fit well with Oneximbank's existing oil industry interests, primarily

in local banks and oil companies as well as foreign strategic and portfolio investors. Moscow has still to set a timetable for the auction and decide how much it wants to sell, but Rosneft could easily fetch more than \$1bn for the cash-strapped government. Rosneft contains a mixed bag of producing and refining interests. It is involved in potentially lucrative developments in the Sakhalin islands, in the far east, and in the Caspian Sea. Its privatisation will be a test of the government's new-found commitment to sell assets openly and for the highest price.



Vladimir Potanin: looking to make more acquisitions

Mr Potanin's ambitions seem likely to pit him once more against Mr Boris Berezovsky, deputy head of the security council and former head of the Logovaz group, which has also expressed an interest in Rosneft. Mr Berezovsky's group includes Sibneft, a Siberian-based oil producer, which has been developing close ties with Rosneft. The two businessmen have already clashed this year over the sale of the government's 55 per cent shareholding in Syazinvest. Mr Potanin won a \$1.5bn bid and went on this week to secure 38 per cent of Norilsk Nickel for \$251m.

Mr Potanin said the "bankers' war", as it has been called in the Russian press, was a sign that the country's economy was developing in a new competitive direction. "There is real competition in the economy and we believe that



Kenyan take to Nairobi's streets yesterday to support President Daniel arap Moi as the government came under pressure from International Monetary Fund officials concerned about the issue of corruption in the country. Report, Page 4

## Microsoft deal lifts Apple still higher

By Louise Kehoe in San Francisco

Apple Computer shares continued to rise yesterday, as details emerged of its ground-breaking alliance with Microsoft, the world software leader. The deal, under which Microsoft has taken a minority stake in Apple for \$150m and won a place for more Microsoft software in Apple computers, also included the settlement of a long-festering patent dispute between the companies. Microsoft also committed itself to develop applications software for future Apple personal computers, but that commitment yesterday appeared narrower than observers had assumed.

endorsement of the Apple Macintosh does not extend to Rhapsody, a PC operating system under development at Apple. Microsoft has agreed to continue to develop and ship software to run on Apple's Macintosh PCs for the next five years. However, Microsoft has not agreed to develop software to run on Rhapsody, upon which Apple is pinning hopes for its future growth, because it was not yet well

enough defined to include in the deal, Microsoft said. Details of the settlement of the patent dispute between the two companies remain sketchy. Apple is understood to have claimed that Microsoft was infringing one or more Apple patents. Talks on the issue had been under way for about a year. Microsoft declined to comment directly, but Mr Greg Maffei, Microsoft chief financial officer,

acknowledged that "there are always patent disputes" among computer companies. Microsoft has agreed to pay undisclosed amounts to Apple over the next two or three years to resolve the dispute. Mr Fred Anderson, Apple's acting chief executive and chief financial officer, said they were "not material" in

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## Asia fears tamagotchi pets are becoming virtual pests

By Gillian Tett in Tokyo and James Harding in Shanghai

Tamagotchi - the egg-shaped electronic "pets" devised by the Japanese toymaker Bandai - may be a commercial success but they are a social curse, according to Asian politicians. The toys feature a liquid crystal display and beep at their owners when they need to be fed, bathed, disciplined or loved - and "die" when neglected.

But in recent weeks, leaders in China, South Korea, Singapore and the Philippines have complained that they are a malign influence on Asia's infants. Last week, the People's Daily, mouthpiece of China's communist leadership, published a stern editorial on electronic pets "most of which are imported and no good for students' patriotic education".

In South Korea, the government has imposed a national ban on playing with virtual pets in school, and many schools in Thailand and Hong Kong have barred them. Bandai, in the best tradition of Japanese companies' sensitivity to customers, has heard the complaints and quickly come up with a response. On Sunday it will launch a new version featuring an "angel", which rises to heaven at the end of its "life" instead of dying. The virtual angel is partly a response to comments such as those from one Philippines official: "It awakens in the child an early sense of death, which is not good."

Other models are being launched for boys who might lack nurturing skills, one featuring a monster which needs to be fed virtual vitamins in order to kill its rivals. Planned spin-offs even include a scuba-diving gadget that can take the electronic pet underwater. Tamagotchi have captured young Asian hearts since their launch last November. In the

next two months, Bandai hopes to sell 2m of the new virtual pets. And it is now forecasting global sales of 40m in the year to March 1998 - almost as many as the annual number of video recorders sold worldwide. "Demand has been better than we ever imagined; we thought this might be a Japanese craze, but now realise it is global," one Bandai official said yesterday. Bandai refuses to reveal its profit margins, but says sales of the toys, which retail for between \$15 and \$20, should reverse the ¥7.9bn (\$66.94m) net loss it recorded in its financial year to March 31. About 20m of the 1997-98 sales are destined for Japan, where sales have already topped 10m. But 10m will be aimed at the US, and a further 10m at Europe and Asia. Several million other counterfeit tamagotchi are also estimated to be circulating now, primarily produced in China.

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Mondragón leaders hope to cut Herri Batasuna influence and boost alliance against violence

## Basque moderates try to oust mayor

By Tim Burns in Madrid

Mondragón, the centre of the Basque country's industrial co-operatives, became the symbol of the troubled region's bid for political normality last night as moderates pressed ahead with a motion to deprive Herri Batasuna, the radical party that supports Eta terrorism, of its control over the town's council.

Political leaders hope that the motion to elect the Herri Batasuna mayor, Mr Xabier Zubizarreta, whose party controls just six seats

on Mondragón's 21-member council, will shore up an all-party alliance against violence that has recently shown signs of losing momentum amid intimidation from the radicals and rivalries among the moderates.

A councillor representing the mainstream Basque Nationalist party, PNV, in nearby Oyarzun, a town run by Herri Batasuna, reported yesterday that a warehouse he owned had been fire-bombed by hooded youths.

In the small municipality of Villava, conservatives voted with

Herri Batasuna to demand the release of jailed Eta members after dozens of radicals crowded the village hall to monitor the show of hands among the councillors.

The anti-Herri Batasuna alliance was forged early last month in the aftermath of unprecedented civic protests against terrorism that followed the kidnapping and murder by Eta of Miguel Angel Blanco, a conservative councillor in a small Basque town.

But last week the conservative mayor of the town of Vitoria, the seat of the PNV-led Basque govern-

ment, overruled protests from the Socialist party when he allowed Herri Batasuna to open propaganda hoots during the town's annual fiestas.

In Mondragón, which has a population of 25,000 and is Herri Batasuna's municipal power base, radicals draped posters of local people who have been jailed in connection with Eta activities around the town hall ahead of the late-night debate on the council motion.

Councillors representing the PNV, Euzko Alkartasuna, a nationalist splinter group, and the Social-

ist party, which together have a majority on the council, said they would bury past differences that had allowed Mr Zubizarreta to govern and vote in a PNV member, Mr José María Loti Aguirre, as the new mayor.

The council motion alleges that Mr Zubizarreta supports violence and is not fit to ensure law and order in the town.

Mr Loti Aguirre said Herri Batasuna's supporters would have to respect majority sentiment in Mondragón. "If they don't, that's their problem."

## Inflation rate slows in Greece

By Kerin Hope in Athens

Greece's inflation rate slowed to an annualised 5.4 per cent in July from 5.5 per cent in June, resuming a downward trend that has reduced inflation to a level not touched since 1972.

Monthly consumer prices dropped 1.7 per cent in July, because of a sharp fall in prices for fruit and vegetables, and reductions at the summer sales in prices for clothes and household appliances, the Greek statistical service said. Prices for fresh fruit, an important item in the Greek consumer basket, fell by as much as 25.8 per cent.

But the outlook for a continued decline in inflation is clouded by the US dollar's record-breaking rise against the Greek drachma, which has already triggered a sharp increase in fuel prices. The dollar has appreciated by 16.5 per cent against the Greek currency since the start of the year.

Greece's Socialist government has made reducing inflation a priority in the struggle to catch up with the rest of the EU and eventually take part in economic and monetary union.

Annual inflation slowed from 7.5 per cent last December to 5.4 per cent in May, despite higher budget spending which included generous wage increases for public-sector workers.

But Greek inflation is still more than three times the EU average, and the government faces a difficult task in achieving its year-end target of 4.5 per cent.

The Socialists are considering unorthodox measures for keeping inflationary pressures under control for the rest of the year. Price increases for transport and utilities are likely to be postponed or held to a minimum, though state-controlled corporations are now supposed to set tariffs at rates that will comfortably cover operating costs.

Mr Michael Chrysoschides, deputy commerce minister, is trying to negotiate an agreement between food processors and supermarket chains to hold down prices for a 12-month period. This would boost the government's chances of achieving its 1998 target of reducing inflation below the 3 per cent level set by the Maastricht treaty for participation in the Euro.

Much of this year's decline in inflation has resulted from lower prices for staple products such as olive oil and fresh fruit, together with a reduction in taxes on heating oil. Greek households still spend over 20 per cent of their income on food, and prices for fresh produce are extremely volatile.

## Bonn close to resolving VW row

By Emma Tucker in Brussels and Andrew Fisher in Frankfurt

The German government said yesterday it was close to reaching an agreement with the European Commission on a solution to the acrimonious year-long dispute over investment subsidies granted to Volkswagen.

The economics ministry in Bonn said negotiations were now in their final phase and could be completed after the summer break. But neither the car company nor the ministry would comment on reports that VW would have to repay nearly DM85m

(\$46m) of some DM91m of illegal subsidies granted by the state of Saxony in east Germany.

"We hope to reach an acceptable compromise," VW said.

A settlement of the dispute would close one of the most bitter arguments between the Commission and a member state over state aid.

The row flared a year ago when the state of Saxony defied a ruling by Brussels that it should not pay DM241m of subsidies for two VW plants in its territory. Ignoring threats from Brussels, Saxony disbursed DM92m of the illegal aid.

This prompted a furious reaction from the Commission, which is responsible for maintaining fair competition inside the EU's single market. The case was particularly sensitive as the ruling by Brussels went against German government policy of assisting the former communist states of east Germany to restructure their economies.

The Commission has generally supported the German government's efforts to rebuild east Germany, but recently Mr Karel Van Miert, the competition commissioner, has expressed concern that the use of sub-

dies in Germany has got out of control. He maintained that the aid to Volkswagen was a straightforward distortion of competition and insisted that the full amount of illegal aid be repaid.

Yesterday a spokeswoman for the Commission said Brussels was still working to reach a "satisfactory compromise" with Germany over the controversial subsidies. But she refused to confirm reports that VW would have to pay back DM85m.

However, the figures are understood to form the basis for a possible compromise between Brussels and Bonn. If the two sides settle the

argument, it is likely that the Commission will withdraw a case against Germany in the European Court of Justice. The Saxony state government in Dresden declined to make any comment. It originally argued that VW, which already has plants in Meissen near the Saxon town of Zwickau and in Chemnitz, would decide against further expansion there and opt for investment in eastern Europe if subsidies were not paid.

Mr Michael Spagnum, state government spokesman, said he welcomed the fact that negotiations over a compromise were taking place.

## Swiss banks guard the secrets of their success

It's no secret they disagree

When Union Bank of Switzerland, the country's most powerful bank, unveiled its profits earlier this week, it let slip for the first time how much money it made from offering private banking services to wealthy customers in Switzerland and abroad. If the bank does anywhere near as well in the second six months of 1997 as it did in the first it will probably earn close to SFr2bn (\$1.3bn) on a business with a capital of SFr2.5bn.

If the other big Swiss banks are as open as UBS then they will also probably have to admit that they are making a similar fortune in an area where the Swiss banks are the undisputed world leaders.

What's the secret? The big three Swiss banks are generally well run institutions which have the advantage of being based in a neutral country with a record of political stability and a strong currency.

But plenty of other banks around the world offer equally good, if not better, private banking services, which raises the question of why a small country like Switzerland, with a population of 7m, accounts for as much as a third of the world's offshore private banking business. The answer is almost certainly tied up with the question of Swiss bank secrecy.

Hence, Switzerland's decision to waive its bank secrecy rules in order to publish the names of 1,785 foreign holders of dormant bank accounts opened before the second world war has raised concerns about whether Swiss bank secrecy will ever be the same again.

Mr Edgar Brontman, who is president of the World Jewish Congress has led the fight to force Swiss banks to open their records on Holocaust-era accounts, regards the move as marking the end

of Swiss bank secrecy. However, Mr Kurt Hauri, chairman of the Swiss Banking Commission, says that it is a one-off event which will not damage Switzerland's bank secrecy laws. Mr Robert Studer, chairman of UBS, says the publication "in no way compromises or infringes our rigorous standards with regard to the protection of customers' privacy."

Nevertheless, Swiss bankers are worried by recent events. In 1984 Swiss voters rejected by three to one a proposal by Switzerland's Socialists, the country's biggest political party, to weaken bank secrecy laws substantially.

Last December the Swiss government dismissed a call by some MPs to abolish bank secrecy. But Swiss politicians increasingly blame the secretive attitude of the banks for the recent sharp decline in Switzerland's international popularity. If a referendum on amending Swiss bank secrecy laws was to be conducted today, Switzerland's bankers would probably receive a nasty shock.

These days, Swiss bankers like to argue that the advantages of Swiss bank secrecy are overstated. Mr Maurice Aubert, a Geneva lawyer who specialises in the subject, insists that it is not a Swiss speciality like watches or chocolates. Switzerland, unlike Austria, does not allow anonymous numbered bank accounts to be opened without the name of the holder being known, and Swiss bank secrecy has never been absolute. Swiss bankers are increasingly called upon to disclose information to help track down criminals and block the bank accounts of deposed foreign dictators.

However, there are two areas where Swiss banks have a competitive edge in the bank secrecy business. Breaching bank secrecy is still a criminal offence in Switzerland and bankers are obliged to take their secrets with them to their grave. Otherwise they face a fine of up to SFr50,000 or six months in jail. The case of Mr Christoph Meli, the UBS watchman who lost his job after catching UBS shredding Holocaust-related documents, will be an interesting

test of this aspect of Swiss banking secrecy. If the Zurich district attorney does not prosecute Mr Meli for stealing documents from UBS many Swiss bankers will be disappointed.

The second area where Swiss banks differ from the competition is in disclosing information to overseas tax authorities. Tax fraud is not condoned, but tax evasion is another matter. This is one reason why Switzerland is reluctant to join the European Union. It would lose one of its key advantages as a private banking centre for wealthy citizens of the EU.

Swiss bank secrecy, despite all the myths attached to it, remains the most powerful weapon in the private banking armoury of the Swiss banks. But like all good secrets it is best not talked about. Dr Günter Woerle, author of the respected Wermil directory of Swiss private banking, is convinced that if Swiss bank secrecy was abolished, a large part of Switzerland's private banking business would disappear.

Two months after negotiations started, Yugoslavia and its London Club creditors seem poles apart over an audacious proposal from the Belgrade government that 80 per cent of its \$2.4bn commercial bank debt be written off. Yet some western specialists in Yugoslav debt argue that, without imaginative concessions, the banks are unlikely to get any of their money back.

Mr Danko Djunic, deputy prime minister, insisted last week that Yugoslavia could afford to return no more than \$500m. His government's specific proposal is to restructure \$481m of debt through a 25-year syndicated loan with a nine-year grace period.

"Eighty per cent is obviously very ambitious," said Mr Christopher Huhne, managing director of sovereign ratings at IBCA. "The biggest discount which we have seen which might be comparable in the region has been Poland, which had 50 per cent cut in the net present value of the debt."

However, Mr David McWilliams, a strategist with Banque Nationale de Paris in London, said that, on an economic basis, "anything less than 50 per cent [as a write-off] would make the deal unsustainable" and would increase the likelihood of default.

A London Club official said any write-off would have to be seen in the context of the other former Yugoslav republics which, with the exception of Bosnia, obtained limited write-offs from the London Club of banks.

If Yugoslavia strikes a deal with the London Club, it will require approval to service the debt from its official creditors, the Paris Club and the International Monetary Fund. The Yugoslavs' ability to service debt is also questionable without economic stabilisation policies, which will require IMF assistance. The combined London and Paris Club debt service is likely to be in the region of \$350m in the first year. Estimates for the total debt-servicing burden range from \$500m to \$1bn, a report by ING Barings says.

An outer wall of financial sanctions against rump Yugoslavia remains in place, barring it from access to the IMF and international capital markets. Mr Djunic said that Yugoslavia will start paying back its debts only after it rejoins the IMF.

Yugoslav officials say the debt-restructuring could be handled in a variety of manners, and "bonds are definitely an option." London Club officials denied that a "Brady bond" deal was under discussion. Brady bonds are exchanged for unrecouped sovereign debt and backed by long-term US Treasury bonds.

## Belgrade firm over write-off proposal

By Matej Vipotnik in London

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## EUROPEAN NEWS DIGEST

### Germany eyes DSL sell-off

The German government yesterday confirmed it might sell its 51.5 per cent stake in DSL Bank, the Bonn-based bank, to Deutsche Postbank, the postal savings institute being lined up for privatisation. The finance ministry in Bonn said the sale of the majority stake was "an option under consideration".

Since DSL's partial privatisation in 1989, 48 per cent of its shares have been listed via a holding company. But a further sale could be complicated by the ownership structures of DSL and Postbank. Based on DSL Bank's recent share price, the government's remaining stake could be worth about DM600m (\$390m). A 0.5 per cent stake in DSL Bank is owned by German federal states.

Postbank and DSL have confirmed that they have been in negotiations for two years about possible co-operation arrangements. Mr Dieter Boening, who became head of Postbank at the beginning of last month, was previously chairman of DSL Bank. *Ralph Atkins, Bonn*

### GERMAN SPELLING

#### Court blocks changes

The move to reform German spelling suffered a further setback yesterday when a court in the state of Lower Saxony blocked the introduction of the controversial changes in local schools. The ruling by the administrative court, made in response to a case brought by a mother, Hesse. It strengthens the possibility that Germany's constitutional court, the highest court of the land, will eventually have to rule on the issue.

The court in Lower Saxony said there was insufficient legal basis for the introduction by directive from the state culture ministry of the spelling reforms, which have taken language experts, civil servants and politicians from Germany, Austria and Switzerland over 10 years to hammer out. *Frederick Stüdemann, Berlin*

### HOLOCAUST FUND

#### Red Cross man becomes chief

Mr Marco Sassoli, deputy head of the legal division of the International Committee of the Red Cross, has been appointed secretary-general of the Swiss government-backed special fund for needy victims of the Holocaust.

The fund, which has been financed by a SFr170m (\$111m) contribution from Swiss banks and industry, was set up to meet criticism that Switzerland has not done enough to help victims of the Holocaust.

Last month it announced its first contribution of SFr17m, aimed at an estimated 60,000 people in eastern Europe and the former Soviet Union categorised as the "neediest of the needy". Although the special fund is smaller than the Swiss government's proposed SFr7bn solidarity fund, there has been growing speculation the latter may never come to fruition because of growing political opposition in Switzerland. *William Hall, Zurich*

### ROMANIA

#### Seventeen enterprises to shut

Mr Victor Ciurbea, Romania's prime minister, yesterday announced immediate closure of seventeen heavily indebted state-owned enterprises including three oil refineries. Mr Ciurbea said, "the liquidation process can go on for months, but we cannot sit and wait for these companies to incur more and more losses." He said therefore that supplies of electricity and gas would be cut off immediately.

In all, 30,000 jobs will go from the companies, which have debts of \$268m. The government has taken these controversial steps only after strong pressure from the International Monetary Fund. Mr Ciurbea said: "From this moment, the government, trades unions and the population as a whole must pass the ultimate baptism of fire of structural reform." *Anatoli Lisen, London*

### CZECH REPUBLIC

#### Flood bond 'must be speeded'

The Czech government has asked the finance ministry to speed up a bond issue to pay for flood relief, as the country continues to mop up from one of its worst disasters in a century. Mr Václav Klaus, the prime minister, said that he hoped a second Kf1bn (\$28m) tranche of five-year bonds would be hastened in order to help limit economic damage from the flooding.

"It's possible that the issue [originally planned to be launched on September 1] may occur a few days earlier," he said, adding that some 2,900 people in the area, which has the country's highest unemployment rate, had been put to work in the clean-up operation. *Reuters, Prague*

### RUSSIA

#### Salary delay prompts suicide

A worker at the main electric power plant in Russia's Far East blew himself up because he was dependent over chronic salary delays, police said yesterday. Mr Nikolai Mikhailuk, a shop chief at the Primorye region power plant, used a home-made explosive device to kill himself recently in front of the plant's administrative offices, the local Interior Ministry branch reported. There were no other casualties.

Mr Mikhailuk left a note saying that he had decided to commit suicide because he had "no means of existence", said a spokesman, Mr Mikhail Churkin. *AP, Vladivostok*

### ECONOMIC WATCH

#### Danish unemployment falls

Danish unemployment

Rate (as % of total labour force)

Seasonally adjusted

1990 1991 1992 1993 1994 1995 1996 1997

Source: Statistics Denmark

1997: preliminary

1998: preliminary

1999: preliminary

2000: preliminary

2001: preliminary

2002: preliminary

2003: preliminary

2004: preliminary

2005: preliminary

2006: preliminary

2007: preliminary

2008: preliminary

2009: preliminary

2010: preliminary

2011: preliminary

2012: preliminary

2013: preliminary

2014: preliminary

2015: preliminary

2016: preliminary

2017: preliminary

2018: preliminary

2019: preliminary

2020: preliminary

2021: preliminary

2022: preliminary

2023: preliminary

2024: preliminary

2025: preliminary

2026: preliminary

2027: preliminary

2028: preliminary

2029: preliminary

2030: preliminary

2031: preliminary

2032: preliminary

2033: preliminary

2034: preliminary

2035: preliminary

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# Thailand's king calls in PM

By Ted Bardacke in Bangkok



King Bhumibol active interest in his country's affairs

King Bhumibol Adulyadej, Thailand's revered and powerful monarch, yesterday summoned his prime minister, Gen Chavalit Yongchaiyudh, to his sprawling Chitralada Palace to explain the country's woeful economic situation.

The audience came as the government attempted to forestall a run on deposits at small commercial banks and finance companies, sparked by Tuesday's closure of 42 more finance companies.

No details were released of the three-hour meeting between the monarch, the prime minister, Mr Thanong Bidaya, finance minister, and Mr Chaiyawat Wihulswadi, Bank of Thailand governor. But the mere fact that it took place has heightened speculation about the future of the Chavalit-led government.

With the nine-month-old govern-

ment having repeatedly reversed course on financial matters and forced the resignations of both a finance minister and central bank governor, guarantees by Gen Chavalit that depositors at Thailand's remaining financial institutions would be protected were met with scepticism and ridicule.

In recent days, leading intellectuals, newspapers and elder statesmen, including some known to be close to the royal inner circle such as a former prime minister, Mr Anand Panyarachun, have called for the prime minister's resignation.

As a constitutional monarch, King Bhumibol, 68, takes an active interest in his country's affairs but in the past has refrained from exercising his considerable powers of intervention except in times of extreme crisis such as a military coup or a hung parliament.

Officials say some explanation of the monarch's meeting with his

prime minister may be offered today.

Belief that the meeting would lead to Gen Chavalit's resignation and the appointment of a caretaker government to pass a new constitution and oversee new elections pushed the stock market up and the currency higher, brokers and traders said.

Rumours of an impending military coup - consistently denied by Thailand's armed forces - have been circulating for a number of weeks. Such rumours have some foundation among Thai people because of the military's record of bringing down governments that have lost the trust of the public through either corruption or incompetence.

But Gen Chavalit's strong military background and the military's humiliation after bloody demonstrations in 1992 have apparently kept the brass at bay.

"If the prime minister had not

been *Nai Jiew* [Boss Chavalit], the military would have used force to bring down the government already," Gen Sunthorn Kongsompong, former chairman of the military junta that took power in 1991, said last week.

Measures to help small commercial banks that have suffered massive withdrawals over the past two days were drawn up yesterday. Larger banks, which have seen an influx of deposits, will lend money to a government fund which will then recycle the money back to the smaller banks.

A big problem with this system will be the need to move large amounts of cash rapidly from branch to branch through Bangkok's congested city streets, the president of one of the large commercial banks said. He said his suggestion to the prime minister that the government use helicopters to move money around the city was being considered.

# Progress at Korean talks

By John Burton in Seoul

North and South Korea, the US and China have made progress in arranging four-party peace talks to bring a formal end to 1950-53 Korean war, but several significant issues still need to be resolved, officials in Seoul said yesterday.

The preparatory talks in New York have tentatively chosen Geneva as the site for the peace talks, which will be attended by foreign ministers of the main combatants in the Korean war. The peace negotiations would begin six weeks after the arrangements are completed, with each country chairing the discussions on a rotating basis.

But the talks could still be derailed by North Korea's demand that it should sign a peace treaty exclusively with the US, while the withdrawal of the 37,000 US troops stationed in South Korea should be put on the negotiating agenda.

South Korean officials said China opposed the North Korean demand, as did the US and South Korea. North Korea has long proposed an exclusive peace treaty with the US that would lead to the withdrawal of US troops.

Washington and Seoul view the proposal as an attempt to weaken their security alliance.

Instead, the US and South Korea are proposing confidence-building measures that would be implemented with the signing of the peace treaty among the four parties. This would include moving back the 2m troops that confront one another along the heavily fortified demilitarised zone that separates the two Koreas.

Pyongyang believes such confidence-building measures should be subject to separate negotiations between North and South Korea once US troops are withdrawn.

The US and South Korea last year proposed the peace talks as an attempt to force North Korea to resume political dialogue with South Korea, while addressing Pyongyang's offer to sign a peace treaty.

North Korea is also demanding more food aid to feed its starving population and the lifting of US economic sanctions against Pyongyang. China appeared to endorse this stance by proposing discussions that would improve relations among all four parties.

# Japan takes chance to lead in Thai rescue

By Gillian Tett in Tokyo and Ted Bardacke in Bangkok

The Japanese government will host a conference in Tokyo next week to hammer out a support package for Thailand in the wake of its recent currency crisis.

For Thailand, the meeting could offer relief from its recent woes. For Japan, the occasion presents an invaluable opportunity to display its "regional leadership".

The move follows the Thai government's decision on Tuesday to adopt a package of economic reforms aimed at winning International Monetary Fund support.

Mr Thanong Bidaya, Thai finance minister, said he expected to meet in Tokyo Mr Michel Camdessus, IMF managing director, Japanese officials and international bankers to finalise a \$12bn-\$15bn emergency credit line.

Mr Thanong said he expected the IMF board in Washington to approve the package on August 21. This would trigger lending from Japan of aid worth up to, or equal to, any support provided by the IMF, Japanese officials said.

A Thai official said IMF aid was likely to total \$4bn with an additional \$1bn each from the World Bank and

Asian Development Bank. Japan's Export-Import Bank, the official said, in addition, a consortium of private banks, led by Japanese groups, are preparing to extend syndicated loans.

The decision to host the conference in Tokyo marks both a coup and challenge for Japan.

Tokyo is keenly aware that the Thai crisis has given it an unprecedented opportunity to demonstrate its "regional responsibilities" towards Thailand.

However, although in public Tokyo is increasingly keen to demonstrate a pro-

Asian tilt, in practice it remains uneasy about just how to bleed its unusual Asian and western affiliations - hence its decision to wait for the US-dominated IMF to act before seizing any kind of leadership role.

As one official says: "There are parallels between Japan and Thailand, and the US and Mexico in the Mexican currency crisis. But Japan is probably not ready to play a role quite like the US did."

This ambivalence partly stems from the legacy of the second world war, which has left Japan sensitive to charges that it is trying to

dominate its Asian neighbours. But it also reflects the deeply ingrained Japanese preference for operating group diplomacy, rather than unilateral policies.

However, the Tokyo gathering will potentially give Japan the best of both worlds: it will provide a public display that Japan is prepared to meet its "responsibilities" towards the region, but also allow it to ensure that any package of support will be collective in nature.

Even in the banking area, Japanese banks - with some \$37.55bn of loans to the country as of June 1996 - remain reluctant to be seen

taking too isolated a position. Banks such as Bank of Tokyo-Mitsubishi, Japan's largest, are co-ordinating a package of syndicated loans. And BTM admits that with some 30 years of operating in Thailand it is prepared to offer significant help.

However, banking officials stress they wish to operate in conjunction with other European, US and Asian countries, rather than create a single Japanese syndicate. As one bank official says: "Symbolically it is important that it is not just Japan taking action - we do not want to become responsible for Thailand's problems alone."

# IMF urges new Vietnam reform

By Jeremy Grant in Hanoi

Vietnam needs a "new generation" of more rapid and comprehensive reforms if it is to avoid economic slowdown, the International Monetary Fund warned yesterday.

Its comments come amid signs that the economy is contracting and underscore concern among western economists that Hanoi risks inflicting serious damage to its long-term growth prospects if it does not launch fresh reforms soon.

Mr Michael Bell, departing IMF representative, said reforms of the late 1980s - known as *doi moi* - relied partly on generous inflows from oil exports and foreign investors. But Vietnam could not "count on major new sources of external

finance to bolster its economic progress... the stimulus for growth in the late 1990s will need to come from comprehensive reform to boost domestic saving and to maintain the confidence of foreign investors".

Foreign investors have soured on Vietnam recently because of red tape, corruption and high overhead costs.

Mr Bell urged progress on financial sector reform, trade liberalisation and reform of the state sector, which is intertwined with vested interests in the ruling Communist party. "It is not appropriate to support failing enterprises by propelling up their finances. Instead, means should be found to restructure [them] or organise their orderly closure," he said.

# Canberra's decision to increase tax after court ruling leaves tobacco companies fuming

## Australian cigarette groups suspend deliveries

By Elizabeth Robinson in Sydney

Three Australian tobacco companies suspended wholesale cigarette deliveries yesterday as they assessed the implications of a tax increase on tobacco, which one called "draconian".

Wills Holdings, Australia's third-largest tobacco group with a market share of about 28 per cent, also requested that its shares be suspended for 48 hours given the uncertainty in the industry. The Australian stock exchange

later moved to reinstate trading, which is expected to resume today.

The suspensions follow a High Court ruling on Tuesday which said that state governments' franchise fees - a levy imposed on tobacco wholesalers - were unconstitutional. The judgment also extends to alcohol and petrol.

Mr Peter Costello, federal treasurer, sought on Wednesday to reassure states that they would not suffer a shortfall in revenue, estimated at A\$5bn

(US\$3.7bn), because of the ruling.

He outlined a "safety net" whereby Canberra would collect the taxes on the states' behalf, but the net requires a 200 per cent increase in the rate of duty levied from tobacco products to A\$251.27 per kilogramme.

This replaces the dual system of taxation on tobacco products whereby the states imposed an *ad valorem* tax while the government rate was based on weight.

The tobacco companies argue that the dual system

was more equitable and that a tax system based on weight discriminates against heavier, lower-margin products.

Philip Morris, part of the US tobacco giant and the biggest tobacco group in Australia, said it had been forced to suspend deliveries because of the uncertainty over pricing its products. "The government has opted for the simplest solution," it said. "But there's no workable mechanism in place to ensure price stability for the consumer."

Rothmans said it would resume deliveries today but added: "We share the common view that what the government has done in putting up taxes is inequitable. It is very difficult to see how it is going to work."

Under the new system, states are to refund to companies the difference between the new higher tax and the rate they paid before. However, some states might not support this rebate and others have not devised a mechanism for its operation.

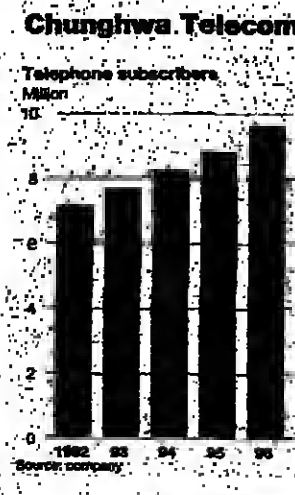
The new tax has left tobacco companies confused. "We just don't know how this system of rebates is going to work. How can they refund a tax they haven't collected?" said Wills, which is 67 per cent owned by BAT of the UK and most vulnerable to the weight-based tax rise. "Even allowing for rebates, South Australia [state] is predicting prices to rise by 200-A\$1.75 per pack."

Wills said the industry was "as one on this. It's rare in tobacco to see such unanimity."

# Taiwan's days as Asian mobile phone laggard are numbered

Given their affluence and technological sophistication, a great deal fewer Taiwanese use mobile phones than many of their Asian neighbours - just four in every 100, compared with three times that number in Singapore and more than 22 in Japan, for instance.

That - and much more in the world of telecommunications - is set to change in the next few years as a result of reforms announced recently, in particular plans to sell off to the private sector and foreign investors up to 75 per cent of Chunghwa Telecom, the state telecoms operator.



week by Mr Tsay Jay-yang, minister of transport and communications, up to 20 per cent of Chunghwa's shares would be swapped with leading international telecoms companies.

Another 5-25 per cent would be sold to institutional investors either directly or through global depositary receipts (a financial instrument which allows shares in a listed company to be traded on designated international exchanges).

Another 20-30 per cent are to be sold to Taiwan citizens and Chunghwa's 38,000 employees at preferential prices late next year or early in 1999. The company is likely to be listed on the Taiwan stock exchange at the same time.

Before privatisation can proceed, Chunghwa's assets need to be re-evaluated, which will take time, says Mr Steven Chen, chairman. Listed at T\$399.7bn (US\$14bn), the company's actual assets could top T\$1,000bn after extensive land holdings are revalued.

Chunghwa, which was spun off from the transport ministry as a state enterprise only a year ago, made profits of T\$45.6bn on operating revenues of T\$157.3bn in the year ending June 30 1996, the latest figures available.

Liberalisation of Taiwan's telecoms industry was set in motion in January 1996 with the approval of a package of laws by the national legislature, ending a government monopoly on telecoms services and lifting a ban on foreign investment.

In January eight licences were awarded to private sector ventures to set up regional and nationwide mobile phone systems. The first, the joint venture between AT&T and Far East, is set to start operations at the end of the year.

Negotiations are under way between the private operators and Chunghwa, the only existing operator, over connection fees to be charged for routing calls from the new entrants' wireless network into Chunghwa's fixed-line network and vice versa.

Private operators say Chunghwa is demanding excessively high rates and accuse government regulators of siding with its wholly owned and highly profitable telecoms concern.

Mr Chien Jen-chen, head of the department formulating telecoms policy at the transport ministry, denies playing favourites but points out that Chunghwa is required to invest in basic telecoms infrastructure. "We want Chunghwa to serve as an 'umbrella' to protect private

operators, so its burden will be heavier," he says.

In a few years, when private operators are permitted to set up fixed-line networks to compete with Chunghwa, the whole telecoms market will be more balanced, he says. Meanwhile the government wants Chunghwa to give the newcomers a discount "so that they can get strong as soon as possible".

The government is concerned that new entrants do not fail, leaving stranded customers and a black mark on the privatisation process.

Mr Chen of Chunghwa does not agree. "The connection fee should be based on real costs, not marginal costs as the private sector operators want. That's not fair to us. Eighty per cent of our total investment each year goes to the local network, but only brings in 80 per cent of our revenues."

The problem is that local calls are operated at far below cost and are heavily cross-subsidised by long-distance, cellular and, until recently, international calls. Wide use of callback services has forced Chunghwa to cut long-distance rates substantially in the last two years.

Call rates must be rationalised and cross-subsidies eliminated, says Mr Chien.

Laura Tyson

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# Nairobi ready to reopen talks with IMF

Mr David Bar-Ilan, chief spokesman for Mr Netanyahu, said: "We are not imposing sanctions to punish the Palestinians but because the security establishment said it was easier to keep the terrorists out this way."

Meanwhile, statements made on Wednesday by President Bill Clinton, and Mrs Madeleine Albright, US secretary of state, were welcomed by both sides.

Year	Percentage
1950	7.0
1955	7.5
1960	8.0
1965	8.5
1970	9.0
1975	9.5
1980	10.0
1985	10.5
1990	11.0

would also revise its budget to keep expenditure under control, Mr Mudavadi added. Despite central bank inter-

IFC's

**By Robert Corzine**

mitments for the joint ventures is a perennial one. But executives of Royal Dutch/Sbell, the Anglo-Dutch group

# Chile d

cubic feet annually, about half the Bonny plant's initial output, would soon be resolved.



ent organizations turned the spotlight on their operations. "These cases illustrate the difficulties the C has experienced in getting private-sector compa-

"...we would like." In the case of Pangué, Ms Lee noted Endesa had also prepaid the IFC loan, leaving the corporation with only a

GABB, which lobbied for a independent review of

conclusion reached by our independent review team," Mr. Hahr says.

**Leslie Crawford**

Regulated by The Securities and

doesn't go through Russia," said Ms Julia Nanay of the Securities Authority

The map illustrates the Caspian Sea region with various countries and cities. A dashed line represents a proposed pipeline route starting from the Black Sea, passing through Georgia, Armenia, Azerbaijan, and Iran, eventually reaching the Persian Gulf. Key locations marked include Tenger, Gijik, Uzun, Baku, Nakhit Dag, Mashad, and Tehran. A legend at the bottom indicates 500 miles and existing pipelines.

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NEWS: THE AMERICAS

'AMAZING' US ECONOMIC PERFORMANCE

# Long-term growth forecast at 2.5%

By Nancy Dunne  
in Washington

The US's "new economy", powered by technological advances, will produce long-term sustainable non-inflationary growth of between 2.5 per cent and 3 per cent annually, the National Association of Manufacturers said yesterday.

"We are witnessing the most amazing economic performance since the 1960s due to the increased competitive and technological vigour of the private sector," said Mr Jerry Jasnowski, association president.

The NAM, in the past a leading critic of the Federal Reserve's "pro-active" interest rate increases, once again warned that the growth "could be diminished" if the central bank raised rates to any significant degree.

The economy will not overheat, a NAM report said. "Greater worldwide competition is preventing inflation, while technological innovations are leading to higher productivity and better growth."

The greatest threat is high consumer debt. But, according to Mr Jasnowski, "This problem is manageable because personal debt can be serviced as household

wealth increases."

The report said workers' incomes increased by a "solid" 1.4 per cent in 1996 and inflation control had been maintained by competition in the labour market. "The structure of compensation has shifted away from hourly wages, in favour of bonuses, stock ownership and pay-for-performance schemes."

A report released earlier this week by the Manufacturers Alliance, a policy research organisation, said employees of US affiliates of foreign companies received higher compensation than average US manufacturing workers because the companies were concentrated in more highly paid industries. However, they were not paid substantially more than workers in similar domestic operations.

Seven countries - the UK, Germany, France, Japan, Switzerland, Canada and the Netherlands - account for 80 per cent of the foreign equity in US manufacturing affiliates.

French and Canadian corporations have had the fastest investment growth between 1990-96. Ninety-one per cent of the new investment in manufacturing is in acquiring existing businesses rather than starting new ones.

The report says purchase of many of these "troubled" companies is to gain market share, but the result is often low profitability.

Stocks of unsold goods on wholesalers' shelves jumped at the sharpest rate in more than 15 years during June. The Commerce Department said yesterday, partly because of an increase in inventories of new cars. Renters reports from Washington.

Total inventories rose 1.9 per cent to a seasonally adjusted \$263.93bn in June, much higher than the revised 0.4 per cent gain posted for May. Previously, the department said May inventories had gained 0.2 per cent.

The June inventories increase was the largest for any month since April 1982, when they rose 2 per cent. Total sales by wholesalers rose only 0.3 per cent in June to a seasonally adjusted \$210.69bn after being revised to show no change in May instead of a 0.2 per cent gain.

One of the biggest increases in inventories was new cars, up 5.1 per cent from May to \$28.25bn in June. Stocks of professional and commercial equipment and supplies grew 3.1 per cent to \$22.84bn in May.

## Uphill struggle for UPS strike talks

By Richard Tomkins  
in New York

Federal mediators were yesterday hoping to re-start talks between United Parcel Service's management and the Teamsters union in an effort to end a nationwide strike that has almost halted domestic deliveries by the highest US parcel company.

The two sides were due to meet in Washington late yesterday at the invitation of the Federal Mediation and Conciliation Service, but neither held out much hope of an immediate breakthrough.

UPS said it might be prepared to look at "a tweak here or there" in the terms of the labour contract on offer to its 185,000 drivers, sorters and loaders. "But as far as the totality of what we are offering is concerned, that will stay the same," the company said.

The International Brotherhood of Teamsters said: "We are not very optimistic. There is no real sign that the company's attitude has changed, but we will be trying to reach an agreement that provides good jobs for American workers."

The strike began at midnight on Sunday after the union rejected UPS's "last, best and final" proposal for a new five-year labour contract.

Businesses across the US have had to delay deliveries of their goods or seek alternative carriers, often at much greater expense.

The Teamsters union says it wants UPS to offer more full-time jobs to its predominantly part-time workforce. It is also resisting a company proposal to set up a new pension fund to replace the existing pension arrangements, which are union-controlled.

UPS says it is convinced that union members would accept the offer if they were given the opportunity to vote on it. The company said yesterday that it had started distributing packets of information directly to union members' homes so that they could see the offer for themselves.

The Teamsters said UPS's latest contract was nearly identical to the one that was put before the membership in mid-July, which they rejected by a margin of more than nine to five. It was clear that if they voted again, they would reject the contract outright, the union said.



Banzer (second from left) with his wife Yolanda moments after being sworn in.

## Banzer back at the helm in a buoyant Bolivia

After 19 years of attempting to regain power via the ballot box, one-time dictator General Hugo Banzer has been formally sworn in as president of Bolivia. He immediately reiterated his commitment to democracy, human rights and free market principles.

General Banzer's inaugural address seemed designed to allay the lingering doubts of the international community and many Bolivians as to the direction of his five-year administration. Pledging to bring employment and "social solidarity" to Bolivia, he portrayed himself as "the man of genuine conciliation".

He will need to be, international support, from the US in particular, could be jeopardised unless the new administration keeps its pledge to eradicate coca, the raw material for cocaine.

Coca remains an important source of revenue but failure to meet eradication targets could lead to US "de-certification" and the cutting of vital US and multilateral assistance. That, estimates Mr Jorge Quiroga, the articulate vice-presidential counterbalance to Gen Banzer, will be \$2.2bn over the next five years.

If the eradication targets are met, the loss of revenue could undermine his support in the coca-growing areas. It is hard to understand why ordinary Bolivians could back a former dictator

once notorious for his disdain for human rights, but much of that support stems from Bolivians' weariness at the speed of change over the past four years.

In the face of hostile opposition, important structural reforms are now in place. "Popular participation" and administrative decentralisation have given real decision-making and financial power to provincial municipalities.

### Sally Bowen examines the challenges facing the country's president, sworn in this week

Capitalisation, Bolivia's unique form of privatisation, has brought investment commitment totalling \$1.7bn from foreign companies. It is also providing an annual pension for Bolivia's over-65s. The new pipeline, due to deliver Bolivian gas to Brazil from 1998, could boost GDP by up to 1.5 per cent a year and close the trade deficit.

Added to all this is a much stronger economy than four years ago. Growth, though still inadequate to make real inroads on crushing poverty, has averaged a steady 4.2 per cent a year with inflation in single digits. Net international reserves, at \$1bn, are four times higher than in 1993 and exports have climbed 26 per cent a year.

Analysts emphasise that the coalition, though impressive for its weight of numbers, lacks any common guiding ideology. Unlike the preceding MNR administration, which published a highly detailed programme of government before taking

power in 1993, ADN has given little sign of what its aims are.

Mr Quiroga says this is mainly due to lack of access to official information. He says ADN has not even seen the deals signed by the state with its foreign "strategic partners", which are now managing Bolivia's former state-owned companies. These contracts will be closely scrutinised and renegotiated if necessary in the interests of Bolivian sovereignty, says ADN.

As for the mega-coalition, Mr Quiroga says ADN has prior experience of co-governing, from 1989 to 1993, with MNR. There are also few points of dissent with the business-oriented, pro-agriculture UCS, he says.

The loyalty of Condepa, a populist party which secured almost 60 per cent of the poor, Indian vote in Bolivia's shanty towns and mining centres, looks more unstable.

Condepa leaders say their support is conditional on ADN fulfilling its pledge to fight poverty.

"But Condepa have the people who know the poverty zones," says the pragmatic Mr Quiroga. "It would be ridiculous not to include them in the government." He argues that the multiplicity of parties and interests in the mega-coalition will oblige ADN permanently to negotiate with its allies, "which is welcome: it's what democracy is about".

## Brazilian population growth starts to slow

By Geoff Dyer in São Paulo

The Brazilian population is growing less quickly, is getting older and is becoming better educated, according to the 1996 census conducted by the Brazilian Institute of Geography and Statistics (IBGE).

IBGE said the population, which was 157m in August 1996, had grown on average by 1.33 per cent a year in the 1991-96 period, compared with a 2 per cent annual rise in the previous five-year period.

The decline in the birth rate was the result of greater use of contraception, female sterilisation and a reduction in infant mortality, according to IBGE.

The median age increased from 21.7 in 1991 to 23.2 years in 1996, while the proportion of Brazilians under the age of 14 was 31.6 per cent, down from 34.7 per cent five years earlier. Brazilians over 65 made up 5.4 per cent of the population,

Industrial output in Brazil rose 2.1 per cent in June from May, the government-run Brazilian Institute of Geography and Statistics (IBGE), said yesterday, reports AP/DJ from Rio de Janeiro.

Compared with June 1996, output rose by 9.5 per cent, the highest year-on-year rise since May 1995. For the first half it was up 5.9 per cent compared with the same period last year.

The rise was attributed to a soaring capital goods sector, compared with 4.8 per cent in 1991, a trend which will have significant implications for health and social security provision in the coming decades.

IBGE recorded an increase in education levels across all age groups. For children between 15 and 17, 66.8 per cent are now in school, compared with 65.3 per cent five years ago. Some 65.4 per cent

of children between 4 and 6 now attend pre-school.

Although 90 per cent of children between seven and 14 now go to school, as they are obliged by law to do, IBGE said that around 2.7m children in this age group were not receiving a formal education.

The population is becoming more urban, with 78.4 per cent living in cities in 1996, against 75.6 per cent in 1991; however, the rate of growth of the big cities dropped.

The city of São Paulo expanded by just 0.4 per cent and the population of Rio de Janeiro was only 0.25 per cent above its 1991 level. The fastest growing cities were the metropolitan areas of Fortaleza in the north-east and Belém near the mouth of the Amazon.

The census also showed the migration of people between regions had almost halved during the 1991-96 period, compared with 1986-91.

## Utilities face flak from unusual coalition

By Bruce Clark and  
Leslie Crawford in Washington

An unusual coalition of tree-hugging liberals and tree-felling free-marketisers joined forces yesterday against US utilities and their insistence on the right to pass on to consumers the cost of old, unprofitable investments.

The utilities want to avoid being lumbered with about \$300bn of "stranded costs", a backlog of past investments, especially in nuclear power, that were guided by government policy and might not have been undertaken in free-market conditions.

Their opponents range from libertarian think-tanks, better known for supporting the right to drink,

smoke and pollute the atmosphere, to Public Citizen, a lobby group founded by the well-known radical consumer rights advocate Mr Ralph Nader.

This coalition may not be sure what it likes, but it appeared - at a news conference yesterday - to be united in its dislike for what it regards as the entrenched interests of old-established utilities, which traditionally have a cordial relationship with the state governments that regulate them.

"Using a combination of twisted legal reasoning and heavy-handed lobbying, utilities have convinced state legislators that they are entitled to multi-billion dollar bailouts," thundered a press release issued by the new alliance - which

christened itself the "Stop the Bailout".

"Electricity consumers may not believe it, but regulation may end up costing them more than they thought," it added.

There were moments during yesterday's announcement when the cracks began to show. For example, Friends of the Earth, the environmental campaigners, insisted that any state subsidies to the power industry should be used to develop renewable sources of energy such as solar or wind power.

A representative of the Heritage Foundation, one of the pillars of Washington's conservative establishment, appeared never to have heard of wind power - and made it

clear that his priority was efficiency above all else.

The new coalition will add further confusion to a debate over the deregulation of the electricity market which is bewildering because of the confusingly similar names of lobby groups which take diametrically opposing positions.

Americans for Affordable Electricity, which supports unfettered competition with little forgiveness for stranded costs, should not be confused with Americans for Affordable, Reliable Electricity, who take the opposite view.

Other would-be winners of hearts and minds include the Alliance for Competitive Electricity, the Electricity Customer Choice Group, and the Electric Consumer Alliance, which is not to be confused with the Electric Utility Shareholders Alliance or Consumers for Fair Competition, or with the Coalition for Customer Choice in Electricity.

It is this indigestible alphabet soup of lobby groups, all purporting to represent the public interest at its broadest, that has inspired the marketers of Amstel, the Dutch beer, to launch an advertising campaign which has Washingtonians giggling on the way to work.

A stern-looking character called Garrison Boyd rails against the decadent, beer-swilling Dutch in the name of a little-known, but plausible-sounding, lobby group called Americans for Disciplined Behaviour.

### IMPORTANT NOTICE

In the invitation to submit offers for the acquisition of the shares of MEL S.A. published in the Financial Times on 5 August 1997, in paragraph 6 of the Terms and Conditions for Submitting Offers, where mention is made of "semi-annual or annual instalments" we wish to clarify that these are interest bearing instalments.

Industrial Reconstruction Organisation

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The Financial Times plans to publish a Survey on

## The Business of Space

on Thursday, October 30

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FT Surveys

### PREPARING FOR EMU - THE BUSINESS PERSPECTIVE

On 10 September the FT will be holding a breakfast seminar in Cardiff hosted by Quentin Peel, Foreign Editor.

The Breakfast Seminar will examine how EMU is likely to impact business and how European companies are preparing for it.

Cost £50. Limited places are available.

To confirm attendance please call

Julie Arnold on

44 (0)171 873 4816 by 27 August

Future FT Breakfast Seminars on Preparing for EMU will take place in the following UK cities:

- Manchester - 16 October
- Belfast - 5 November
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FINANCIAL TIMES  
No FT, no comment.



## NEWS: WORLD TRADE

# US presses for change on tallow exports

By Neil Buckley in Brussels

The US is pressing the European Commission temporarily to exempt US tallow producers from European meat safety rules that could bar \$100m of US exports each year, and pose serious problems for Europe's pharmaceuticals and cosmetics industries.

The rules, agreed by the European Commission last week to come into force in January, ban the use of parts of cattle most at risk of carrying "mad cow" disease, or bovine spongiform encephalopathy, for any purpose including the manufacturing of tallow.

Washington has agreed to suspend retaliatory action against the rules, such as a complaint to the World Trade Organisation, to allow time to find a long-term solution when the 20 European commissioners return from their month-long August holiday.

But US agriculture and commerce officials have made a co-ordinated series of telephone calls

to the departments of Mr Franz Fischler, Ms Emma Bonino and Mr Martin Bangemann, EU commissioners for agriculture, consumer protection and industry, urging temporary changes to avoid chaos in industry.

Derivatives of tallow, or animal fat, are used in 80 per cent of pharmaceuticals, as well as cosmetics and products from lubricants to car tyres.

Since most tallow is currently made from whole animal carcasses, and industry is already

ordering tallow for use next year, there could be supply shortages until slaughterhouses change their practices. That could force the temporary shutdown of some manufacturers.

The US has proposed two possible solutions. One would be provisional EU recognition that the US, and countries such as Canada and New Zealand, are free of mad cow disease, and can therefore be exempted from the rules. That would allow tallow supplies from those countries to be

maintained to EU industries.

Secondly, Brussels could recognise the opinion of the EU's own scientific committee on cosmetology (the science of cosmetics), which ruled that heat-treated tallow derivatives posed no risk of transmitting BSE.

Brussels confirmed yesterday that "contacts are taking place", but some officials warned that the US's proposed solutions were impossible to grant temporarily, and required approval from EU commissioners.

Trade lawyers dispute that view. "There are some elements that are beyond question, and one is that tallow derivatives are safe," said Mr Raymond Calamaro of Hogan & Hartson, a US law firm. "The Commission would not be compromising safety if it allowed tallow derivatives in cosmetics."

Ms Charlene Barshefsky, US trade representative, said on Wednesday the US would not hesitate to take the case to the WTO if the rules were not changed.

## Pressure grows for Japanese ports deal

By Bethan Hutton in Tokyo

US trade officials yesterday increased pressure on Japan to find a swift solution to the dispute over port practices, to avoid sanctions against Japanese ships using US ports.

"The US government is disappointed by the failure to reach a settlement on reform of the prior consultation system," US officials said yesterday, after meeting senior officials from Japan's ministry of transport.

The prior consultation system obliges shippers to obtain advance permission from dock workers' representatives for all scheduling and operational changes and is the main focus of US complaints.

Japan had made a commitment to "meaningful and prompt reform" of the prior consultation system by July 31 but had not yet fulfilled that commitment, the US officials said.

In February the US Federal Maritime Commission threatened a penalty of \$100,000 for each visit to US ports by ships from three leading Japanese companies. Following last-minute negotiations it suspended the threat until September 4, on condition that the Japanese bodies involved, including the Japan Harbour Transportation Association (JHTA), which represents companies employing port workers, came up with reform proposals by the end of July.

Washington yesterday added its support to a package of reforms proposed late last month by foreign and Japanese shipping company associations.

However, the JHTA, which controls the prior consultation system, has refused to accept the proposals. The Japanese transport ministry is holding meetings with the association to try to persuade it to compromise.

## US accepts EU's 'made in Europe' label

By Michael Smith in Brussels

European makers of a range of luxury fabrics including scarves and tablecloths will be allowed to export them to the US bearing "Made in Europe" stickers even when the original material comes from elsewhere, the European Commission said yesterday.

Following a deal with the European Union, the US is to revoke rules introduced last July which require the use of labels indicating where a flat fabric was spun or woven rather than where it was cut, dyed, bleached or printed in Europe.

The European Commission said the decision would affect dozens of designer-label manufacturers, including makers of Italian scarves, German bed sheets and British cotton products who import their raw material from countries including India and China.

Following the introduction of the US rules, European countries were concerned that their exports to the US of dyed and printed fabrics including silk would be hit by quotas. There was also concern that the rules would undermine quality European labels as a selling point among US shoppers.

The EU said yesterday the US had agreed to modify the

rules following its complaint to the World Trade Organisation. Washington would make the changes either as part of a global harmonisation process due to be concluded by the World Customs Organisation in July next year or by proposing necessary changes to the US Congress the following month.

The decision only affects so-called flat items and not those which have been tailored such as ties or shirts.

The EU said Washington had agreed to make immediate exemptions to avoid disruption before any legislation comes into force. These would include provision for silk products to bear a European label without having to name the place where the grey cloth from which it was made came from.

The EU said this was the first investigation carried out under a Trade Barriers Regulation scheme designed to open export markets more effectively. The scheme allows for a "clear and short" timetable for each procedural step after a complaint is lodged. The US textiles case was started after a complaint by Federesille, the Italian textiles federation, acting on behalf of several Italian companies.

The Commission said it was optimistic about other cases in the TBR system.

## Making the tourist dollar count

Marian Edmunds on new ways of measuring the contribution of an industry

When Canada started pouring more into tourism and getting a lot more out of it, other countries began to take notice. They are finding that at least one of the reasons for Canadians' success in attracting the tourism dollar is to do with how they count it.

Increased investment and a new government helped, says Mr Doug Fyfe, Canadian Tourism Commission president. But so too did the overhauling of Canada's accounting system for tourism in 1994.

Known as the tourism satellite account (TSA), the system is intended to define tourism and its components. Traditionally, measuring demand for or production of goods and services has been difficult for two reasons. Sometimes tourists buy goods not normally associated with tourism (clothes, groceries, newspapers) and sometimes residents buy tourism goods and services for purposes other than tourism (restaurant meals, hotel rooms, postcards).

The TSA measures tourism-related economic activity and determines what percentage of each industry comprises tourism. For instance, tourism will form a high percentage of the account for hotels but restaurants might have a smaller percentage if they are used predominantly by local residents.

"It provides a basis on

### Tourism builds more than holidays

World estimates	1996	2006
Jobs (m)	285	385
Jobs (% of total)	10.7	11.1
GDP (% of total)	10.7	11.5
Investment (\$)	766bn	1,600bn
Total taxes (\$)	653bn	1,300bn

Source: The World Travel and Tourism Council



which to make 'what if' projections," said Mr Fyfe.

"It has been a substantive and paradigm shift from what was almost a 'virtual industry' to one which can be measured in terms of demand and supply, exports, wages and taxes, much as other industries can," he said.

The World Tourism and Travel Council, the Organisation for Economic Co-operation and Development, the World Tourism Organisation and the UN have worked on developing international TSA standards. In a booklet *The Basics*, the WTTC explains TSA.

The impact of travel and tourism is tallied through the measuring of consumer expenditure, capital investment, government spending, foreign trade and business expenditure much as other industries are measured. Inclusion of economic activity in the TSA is judged by whether that activity would exist without tourism. Business travel is factored into the share of gross domestic product of the other industries which drive that travel. Traditionally measurement of tourism employment has included only travel services, but TSA counts both public and private sector

jobs associated with: Government tourism promotion, aviation administration, air traffic control, national park service and immigration services; Capital investment in travel and tourism such as the design and construction of airports, parks and roads, hotels, aircraft, travel offices, ships, holiday homes and some shops; Goods production and services to travellers and travel companies, from carmakers to accountants and butchers.

The WTTC claims that if governments understand the economic impact of the industry, tourism will be taken into consideration as part of mainstream policy-making on job creation, infrastructure development, taxation and liberalisation. As a result they would be able to make Mr Fyfe's "what if" projections accurately.

When the Canadians did that, the results were rewarding. In its 1997 federal budget, Canada announced an increase in promotional spending of C\$15m (US\$10.9m) in each of the next three years, and a C\$60m equity injection in its Business Development Bank to form the basis of a \$350m infrastructure fund for tourism projects.

The government has increased spending on tourism since 1994 from C\$16.5m to C\$68.5m this year. The country's tourism receipts jumped from C\$8.5bn in 1993 to C\$12.8bn last year.

The overhaul of tourism followed a report by Judd Buchanan, appointed as special tourism adviser by Mr Jean Chretien, the prime minister, in 1994, which said that the Canadian tourism industry was underfunded and losing market share. In the past, the private sector was unwilling to invest in a programme in which they had a large stake but little power. Now it has increased its investment from C\$40.8m in 1995/96 to C\$74.8m in 1997/98.

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## NEWS: UK

Pressure on sterling eases after fourth increase in cost of borrowing

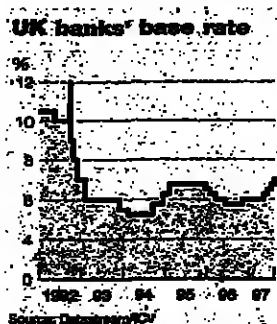
## Central bank raises rates to 7%

By Robert Chote,  
Economics Editor

The Bank of England successfully talked down the pound yesterday, raising UK interest rates for the fourth month running but indicating that they are now probably high enough to hit the inflation target set by Mr Gordon Brown, chancellor of the exchequer.

The monetary policy committee of the Bank, the UK central bank, voted to increase base interest rates by a quarter of a percentage point to 7 per cent. Borrowing costs have not been higher since late 1992, when rates were being cut sharply following sterling's departure from the European exchange rate mechanism.

"In the light of the prospect for domestic demand and on the basis of all the evidence currently available, the committee judges that (the) rise is necessary to put



the economy on track for achieving the inflation target of 2.5 per cent, looking two years ahead," the Bank said following the move.

But in a clear signal to the currency markets, the monetary committee added that "upward pressure on the exchange rate should be reduced by the perception that interest rates have reached a level consistent with the inflation target".

This pushed sterling to

Construction orders in the second quarter of this year were the highest for 18 months, government figures showed yesterday. Mr Nick Raynsford, construction minister, said the figures reflected the continuing improvement in demand for a wide range of building and civil engineering works, Andrew Taylor writes.

Orders were 5 per cent higher in real terms than in the first quarter of this year and 8 per cent higher than in the same period last year.

The National Council of Building Material Producers last month predicted that the rise in industry output would rise by 3 per cent this year, increase by a further 4 per cent in 1998 and rise by a further 2.5 per cent in 1999 - well ahead of forecast growth in the UK economy as a whole.

102.8 per cent of its 1990 value, against a three-year weighted basket of currencies, down 1.1 points on the day and its lowest close since Budget day on July 2. Against the German D-mark it fell by 3 pence to DM29.97.

Sterling's fall reflected a sharp decline in the expected level of interest rates on the financial futures market. The rate predicted for December fell from 7.45

per cent to 7.31 per cent.

In spite of the lower base rate forecasts, business groups criticised the rise. "This is the last thing Britain's exporters and their suppliers need at this time," said Mr Ian Peters, deputy director-general at the British Chambers of Commerce.

The Confederation of British Industry argued that weak exports will slow the economy substantially during 1998. Its latest survey of

retailers showed annual growth in spending volumes slowing slightly.

The Bank's statement implied that its quarterly Inflation Report, published next week, will show inflation set to hit the government's target in two years.

But the Bank's characteristically tortuous wording deliberately left open the possibility that base rates might have to rise again in coming months if inflationary pressures look more of a threat than at present.

City of London economists were divided on the prospect for rates in coming months. Deutsche Morgan Grenfell said: "The Bank may well keep interest rates on hold for a few months, but the strength of domestic demand and eventually softer sterling means another rate rise this year and a peak of 8 per cent next year."

Lex, Page 18

## Closure of site will end 2,500 years of tin mining

By Kenneth Gooding  
in Redruth, Cornwall

Tin mining is to end in Britain after more than 2,500 years. South Crofty, the last mine in the far south-west county of Cornwall, is to stop production.

The owners blamed the strong pound and the weak dollar tin price for South Crofty's decline into unsustainable losses of more than £1m (£1.83m) a year. Closure will cost 266 jobs in an area where one in four males is unemployed.

Mr Gerry Wright, secretary and co-founder of Crew Development, the Cornish natural resources group which controls South Crofty, admitted that it would be "a devastating blow" to the local towns of Redruth and Camborne which have benefited from about £3m a year pumped into the local economy by the mine in the form of wages and payments for other services.

More than 1,500 individual investors who answered an emotional appeal three years ago to provide a total of more than £1m to preserve South Crofty and the last vestiges of tin mining in Cornwall have lost most of their cash.

Mr Wright and Mr John Darch, president of Crew, personally put £3m into South Crofty, and their Toronto-listed company will have to write off up to £3.8m.

Mr Wright said South Crofty was scheduled to produce 2,200 tonnes of tin this year but was losing more than £600 for every tonne it produced because of a 27 per cent drop in the sterling price of the metal in the past 15 months. There was no sign that prices would recover.

It will take about six months for the mine to be made safe and finally closed. Demand for tin has been weak since the 1970s although the Cornish mine has been under pressure since the discovery of low cost deposits in countries such as Indonesia and Thailand.

Tin plate has lost out in aluminium and other materials in the packaging business and there is relatively little growth in its other main market, solders. Consumption of refined tin in the western world peaked at 214,000 tonnes in 1973. Last year it was 174,000 tonnes, 18 per cent below that level.

At the peak of production in the 1870s, Cornish tin mines employed 30,000. Cornwall's St Just Mining District was then the tin mining centre of the world and tin was the backbone of Cornwall's economy.

## UK NEWS DIGEST

## Pension ratio 'among lowest'

The pension of the average British employee is one of the lowest in Europe relative to salary earnings, a report by Sedgwick Noble Lowndes, a leading employee benefits consultancy, said yesterday. British employees on national average earnings retire on an average net pension of less than 80 per cent of net earnings, the second lowest ratio in Europe, it added.

In the European Union, only firms earning average wages retire on a lower percentage. The government recently said it would review the entire structure of pensions provision over the next 12 months. After deductions for income tax and benefit contributions, the average British employee - defined as a married individual earning the annual national average of £18,200 (£29,850) - retires on a net pension of 77 per cent of net earnings. Average earners in Greece do best of all, retiring on 103 per cent of earnings and "making them better off in retirement than in work", according to Sedgwick. Close behind are the Germans and Italians, whose pensions, according to Sedgwick, replace 94 per cent and 95 per cent of earnings respectively.

However Sedgwick also found that higher earners in the UK do better than in a number of European countries. In the UK someone earning £72,800, or four times the national average, will receive 80 per cent of it in retirement. In France, high earners receive a pension equivalent to 72 per cent of earnings, in Germany 64 per cent and in Austria 69 per cent.

William Lewis, London

## LONDON UNDERGROUND RAILWAY

## Docklands extension 'on target'

The 18km extension to the Jubilee line on the London Underground railway remains on target to open in September next year, engineers insisted yesterday. They said the target remained even though contractors are being forced to pay big overtime bonuses to keep the project on track.

The extension will pass to the south of the City and through the Canary Wharf development in the Docklands district to the east.



Managers appointed by London Underground to oversee the project were responding to reports that contractors are paying some workers up to £1,000 (£1,680) a week, including bonuses, to overcome delays.

Previous delays have meant the original opening date of March 1998 has already been put back six months while the cost of building the extension from Green Park in central London to Stratford in east London has increased by £700m.

Andrew Taylor, London

## UNIVERSITY EDUCATION

## Thousands may try to avoid fees

Up to 90,000 extra students are set to apply for higher education courses in an attempt to avoid paying the tuition fees which the government intends to introduce in just over a year. The Universities and Colleges Admissions Service (Ucas) yesterday warned that thousands of students might forego the traditional "year out" between school and university to avoid the introduction of tuition fees in 1998.

Mr Tony Higgins, Ucas chief executive, said late applications were already 38 per cent up on last year. "There is already considerable pressure on places," he said. "The big question is how many of the 90,000 who normally take a year out will come on to the market this year."

Ucas said that in total there had been 433,000 applicants for 310,000 places.

Liam Halligan, London

## NORTHERN IRELAND

## Threat to talks involving IRA wing

The Rev Ian Paisley, leader of the hardline Protestant Democratic Unionist party in Northern Ireland, said yesterday that he would refuse to take part in talks about the future of the region if Sinn Féin were allowed to join the talks as planned next month. Sinn Féin is the political wing of the Irish Republican Army, which has just declared a second ceasefire.

Mr Paisley said after meeting Ms Mo Mowlam, chief Northern Ireland minister in the British government, that the present talks process was "dead in the water" because "it cannot produce anything acceptable in the majority of people in Northern Ireland". He added: "We will not negotiate the union [with Great Britain], because the union cannot be negotiated by this party or by the government of this country." Ms Mowlam said later she had learned that there was always room for movement in bargaining in Northern Ireland.

A man of 19 found wounded in both legs in Belfast, Northern Ireland's principal city, on Wednesday night was the victim of a "punishment shooting" by a paramilitary organisation, police said yesterday. The victim was abducted in an anti-republican "loyalist" district of the city, and taken to another area where he was shot. His wounds were not thought to be serious.

## Four cleared of bid to rig soccer matches

By John Mason,  
Law Courts Correspondent

Footballers Mr John Fashann and Mr Hans Segers and a Malaysian businessman were yesterday cleared by a jury in the southern England city of Winchester of attempting to rig the results of top-level English soccer games.

After a high-profile trial lasting two months, Mr Fashann, the former Wimbledon and Aston Villa player, Mr Segers, a former Wimbledon goalkeeper, and Mr Heng Suan Lim walked free from court, unanimously acquitted of conspiring to give or receive bribes to influence the outcome of Premier League matches.

Mr Bruce Grobbelaar, the former Liverpool and Southampton goalkeeper, was also acquitted of the conspiracy charge. However, the jury has yet to reach a verdict on

a further charge against Mr Grobbelaar alleging he corruptly accepted £2,000 to influence the outcome of a match. The jury was sent home yesterday and will resume its deliberations today.

After the verdicts, the Football Association issued a short statement announcing it had set up an inquiry into the rules for betting and forecasting within the game. The inquiry is to be headed by Sir John Smith, a former deputy commissioner of London's Metropolitan police, and is expected to report within three months.

It was the second time the four men have been tried for the alleged offences. At their first trial earlier this year, the jury was unable to reach verdicts. The prosecution had alleged that the four men had plotted to fix games for a Far Eastern betting syndicate.



Arriving at Winchester court yesterday (clockwise from left): Netherlands footballer Hans Segers and his wife Astrid; former goalkeeper Bruce Grobbelaar from Zimbabwe; British soccer player John Fashann and Malaysian businessman Heng Suan Lim

## Blair to present nation's 'annual report'

By John Kampfner,  
Chief Political Correspondent

Mr Tony Blair, the prime minister, is to deliver an annual assessment of government performance with official statistics to back up a speech and detailed report, all paid for by taxpayers.

The plan will be announced today by Mr Peter Mandelson, minister without portfolio, and Mr John Prescott, deputy prime minister, as the government celebrates its first 100 days in office after bringing to an

end 18 years of Conservative government in the election of May 1.

The first exercise, which is expected to take place next May - to mark the first anniversary of the Labour landslide - would, officials say, resemble a chief executive's report to "the shareholders of Britain plc".

The report would measure the record of departments over the previous 12 months against set targets and manifesto pledges. It would not, however, rate the performances of individual cabinet members.

Labour said the idea was part of

its promise of more open government. The Conservatives denounced it as a waste of money. "It is yet another public relations device for the Labour government to promote itself at taxpayers' expense," said Mr Francis Maude, the Conservative shadow culture minister.

Aides to the prime minister said the aim of the report was to ensure that the government remained focused on the "big picture, the long term and central goals". A condensed version of the full report would be made available to voters.

similar to material handed out before the general election.

Ministers had originally scoffed at the idea of a set-piece event in herald Mr Blair's first 100 days.

However, more than a week of negative publicity - from the loss of a by-election in London; the suicide of one of the party's MPs; embarrassment over the shareholdings of Lord Simon, competitiveness minister; and private life problems for Mr Robin Cook, foreign secretary - convinced them of the need to re-take the offensive.

## Monopolies watchdog to quit ahead of reforms

By Robert Rice  
and Stefan Wagstyl

Sir Graeme Odgers, chairman of the Monopolies and Mergers Commission, yesterday announced plans to retire early, following the publication of government proposals for widespread reform of UK competition law.

Sir Graeme will quit in December, 15 months before his contract ends, leaving the way free for the Labour government to appoint a successor to help oversee implementation of its plans. They include replacing the MMC with a Competition Commission with wider powers.

Sir Graeme, 63, said he was stepping down early so that he could end his career with a job in the private sector. He denied there had been any rift with Mrs Margaret Beckett, chief industry minister. "I strongly support the proposals being put forward by Mrs Beckett," he said.

But Sir Graeme has strongly opposed the introduction of a ban on anti-

competitive conduct by companies which dominate their markets - one of the main strands of the government's reforms.

MMC officials say the chairman has also been "surprised" by some of Mrs Beckett's decisions since taking office - such as her decision to overrule the MMC and block the Bass/Carlsberg-Tetley breweries merger.

Announcing the reforms yesterday, Mrs Beckett said that Sir Graeme's successor would be appointed by open competition. The new MMC

chairman will become the first chairman of the Competition Commission when it comes into existence in 1999.

A bill to be presented in the autumn will introduce a ban on anti-competitive agreements such as price fixing or market sharing cartels and on behaviour such as predatory pricing by companies which dominate their markets.

The new law will be based closely on European competition rules so as to reduce the burdens of compliance on UK industry. Companies

which break the rules will be subject to fines of up to 10 per cent of UK turnover.

The bans will be enforced by the director-general of fair trading, who is to have new powers to carry out dawn raids on companies and search and seize material. "The director-general's decisions will be subject to appeal at a new body to be set up within the new commission."

Competitors and customers affected by anti-competitive behaviour will also be able to sue for dam-

ages in the courts. Mr Nigel Griffiths, minister for consumer affairs and competition, said: "The government is standing up for the consumers and the little growing companies against the big players who dominate markets."

The proposals were welcomed by consumer groups, including the Consumers' Association, which said: "The government is doing what we have wanted for a long time."

Monopoly game, Page 17

Latest corporate governance committee has the task of incorporating two earlier sets of rules

## Shareholder groups open harmonisation talks

By Jim Kelly and William  
Lewis in London

Talks are under way between the UK's two leading shareholder groups in an attempt to merge their corporate governance voting guidelines.

The Hampel committee, whose report was published on Tuesday, urged the National Association of Pension Funds and Association of British Insurers, the two leading shareholder representative bodies, to attempt to find a solution to the problem of companies having to comply with too many governance codes.

While the ABI and NAPF are confident of reaching agreement on a merged code, officials at both organisations concede that it could

prove difficult to persuade institutional investors to tear up their own codes of practice.

Elsewhere, the Hampel report is being studied rapidly as the committee has announced that comments should be lodged by September 30 - with a final report in December.

The task facing the committee will be completing its aim of amalgamating its report with those of Cadbury and Greenbury, the two previous corporate governance reports.

The idea of a single corporate governance "bible" was welcomed by some. Mr Martin Scicluna, chairman of Deloitte & Touche, said: "It is important that companies are not subjected to a proliferation of codes." But there is unease that amalgamation

might lead to confusion over what is a principle and what is a rule.

"It's pretty confusing at the moment," said one of the UK's leading auditors.

Sir Ronald Hampel said on Wednesday: "The suggestion that we might bring together the Cadbury and Greenbury codes was made for administrative simplicity - it was not in any way to weaken Cadbury or Greenbury."

One area of the report which may spark a debate is that of measuring performance.

Mr Peter Smith, chairman of Coopers & Lybrand, and a member of the Hampel committee, said there was interest in how some big companies measured directors' performance.

"Such procedures can

improve the cohesiveness of the board and ensure that every director delivers at the highest standard; they are worthy of wider development," he said.

"It is at the heart of the committee's recommendations that once in the boardroom, all directors, whether executive or non-executive, should act as one body."

"All the directors, as the board, must take responsibility for the proper governance of the business. To do so effectively, the directors must be of the right calibre, bringing openness, thoroughness and objectivity to bear in the conduct of their respective roles. If they fall short, others may be able to identify the deficiency and take some action, but they cannot make it good."

Hampel took a novel line on the concept of widening the directors' responsibilities to judge risks - beyond the strictly financial. "Directors should maintain and review controls relating to all relevant control objectives and not merely financial controls," says the Hampel report.

"This recognises the fact that the thing which might bring down a business is not the general ledger being out of balance but a problem with the manufacturing process," said Mr Graham Gilmour, of Price Waterhouse.

There was some disappointment that the report had not - as expected - looked at financial reporting beyond the annual report and accounts. Most shareholders and analysts react to

interim, preliminary, and half yearly results rather than annuals. But only the final accounts are fully reviewed by external auditors.

"While I liked the report, I am disappointed that information, like the half yearly results, is not going to be subject to some level of assurance or review by external auditors," said Mr Ian Plaidow, chairman of the Auditing Practices Board.

The government's response to the Hampel report was described by one policy adviser as "guarded". Ministers are still to reach a decision on whether to establish a permanent corporate governance commission, following completion of the Hampel committee's work.

## Points from Hampel's predecessors



**September 1992**  
Pay packages of chairman and directors need to be designed to attract and retain the best talent. Audit committees should be established in all companies with a public listing and without the presence of senior directors within financial statements should be audited with auditors' reports being made available to shareholders.

**March 1995**  
Privileged insider and senior directors should be given remuneration packages which are designed to attract and retain the best talent. A full report to shareholders on remuneration should be made available to shareholders. For any company with a public listing, the remuneration committee should be made up of non-executive directors. Companies from financial statements should be audited with auditors' reports being made available to shareholders. Long-term incentives should be used to attract and retain the best talent. Shareholder engagement should be encouraged to improve performance. Shareholder engagement should be encouraged to improve performance. Shareholder engagement should be encouraged to improve performance.



RECRUITMENT

City bonuses have risen but banks are linking them to performance, says Richard Donkin

# Jackpot reserved for achievers

The big bonuses that were handed out in many of the London-based investment banks at the end of 1996 are beginning to show in the pay statistics assembled by Monks Partnership in its latest quarterly guide.

Anecdotal evidence, many of the 150 or so banks participating in the survey were putting their base pay increases over the past 12 months at about 5 per cent, although Monks found that its own comparisons between pay rises reported for 1996 and those for 1997 pointed to a 12 per cent average increase.

A reason for the difference could be the difficulty some banks are experiencing replacing leavers. This means that some are upgrading jobs to attract people.

Bonus payments on average have risen less steeply than some well-publicised rises at the turn of the year may have suggested. Front-office bonuses were running at nearly a third of base salary in 1996, rising to nearly 40 per cent of base salary in 1997.

But some bonuses in certain areas did rise steeply. The table shows that the

Salaries, bonuses and car allowances in City of London finance

Position	Base salary			Average salary		Car provision/allowance		
	Lower quartile 2000	Median 2000	Upper quartile 2000	Salary 2000	Bonus %	With car % 2000	Value 2000	Annual allowance 2000
Chief executive	128.1	160.5	184.1	156.9	48.4	82	28.1	8.1
Managing director	128.1	160.5	184.1	156.9	48.4	82	28.1	8.1
Capital markets head	128.1	160.5	184.1	156.9	48.4	82	28.1	8.1
Investment management director	116.7	121.0	155.8	133.1	94.9	100	19.8	8.0
Equity research head	90.9	98.5	149.3	128.3	55.3	80	18.5	6.8
Equity research head	100.0	111.5	125.0	117.2	54.2	87	26.2	6.7
Fixed income head	80.0	100.0	127.0	102.3	14.5	64	21.9	7.5
Private equity head	94.0	102.5	120.0	106.5	80.7	100	24.0	7.3
Financial director	75.0	85.0	95.4	94.1	26.5	74	22.5	7.5
Legal services head	59.9	72.0	85.1	74.0	21.7	78	18.5	6.0
Legal services head	75.0	94.6	100.0	95.8	53.0	75	23.8	7.6
Money market head	82.8	72.0	85.0	76.7	34.0	73	17.2	5.9
Commodity head	59.9	72.0	85.1	74.0	21.7	78	18.5	6.0
Credit manager	40.9	47.1	52.0	46.5	8.5	28	14.0	5.5
Source: Monks Partnership	28.7	30.2	33.7	31.4	6.3	5		4.9

bonuses of a fund management director, for example, was almost as big as the base salary in the 12-month period covered by the survey. This compared with figures in the

last quarter which indicated a bonus worth about half as much for the same job. Just how many of those bonuses were earned by skill and judgment is not clear.

salary, resulting from poor performance against specific targets.

"It seems that banks are still prepared to pay to get a top-level performer but if performance targets are not achieved this may result in termination or renegotiation of the package downwards," says Monks.

There is an argument that a second language could be introduced during a child's earliest formative years. But there seems an even greater need to include language training in business courses, given the desire of many companies to broaden the international experience of their managers.

A survey carried out earlier this year by Grant Thornton, the accountants, found that only 38 per cent of British companies could claim to have even one executive with a second language, the second-worst record in Europe behind Ireland. While some argue that English is the international business language, the rise of Asian economies and those in South America, where Spanish predomi-

nates, suggests companies would be mistaken to rely on English alone. Those western companies which have executives with good language skills may find themselves better placed to take advantage of the opportunities in these markets.

Marcel van Miert, director of the European Business School in London, believes that the educational establishment and students tend to underplay the importance of a second language.

"We really should try to put languages within degrees, regardless of whether the degrees are business or engineering," he says. Students who enrol at the European Business School must study at least one language as part of their degree. Some study two languages in addition to business subjects. The courses include periods of work and study in the countries where the language is spoken. Whether such an emphasis

on language should be made obligatory in UK university courses is a matter of debate but students may be advised to choose courses attached to languages because language abilities are prized increasingly by company recruiters. Van Miert points to the US educational system which used to insist upon a second language as a part of Phd studies and which, he says, is beginning to move back to this model.

Dearing's failure to recommend reforms in language training may be less of an oversight and more of a blessing in disguise since the best way of reforming the system would probably be to take a root and branch approach to the way languages are taught at every school age, not just in higher education. While there may be a solid business case for such reforms there is also a social argument for second language abilities among the British. The best way to earn the respect of fellow Europeans is to show some willingness to learn a fundamental aspect of their cultures - the language.

E-mail: Richard.Donkin@FT.com

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The success of this tightly focused sector strategy has led to the need to recruit additional staff to join this small, friendly and professional group. The role will involve the preparation of client presentations to originate transactions, financial analysis and modelling, and direct responsibility for the execution of key elements of transactions. If successful, the individual will have the opportunity to take on additional responsibilities as the business continues to develop.

If you are young, confident and commercial and wish to further your career within an experienced and growing team, please contact Jayne Philpott or Annabel Haywood on 0171 269 2298, or send a full curriculum vitae to Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LN. Fax 0171 405 9649. Please quote reference 361794.



Michael Page City

International Recruitment Consultants

London Paris Frankfurt Madrid Hong Kong Singapore Sydney

Preferred candidate(s) will demonstrate the following:

- Outstanding academic results and a financial degree or qualification ie ACA or MBA.
- Corporate advisory experience (preferably M&A) gained within a major financial institution, management consultancy or PLC.
- Strong interest in/exposure to either the food and beverage or associated sectors, or the healthcare/pharmaceutical industry.
- Strong numerical, analytical and presentation skills combined with an understanding of valuation techniques (DCF, EVA) and spreadsheet modelling.
- Strong attention to detail and the ability to work under pressure.
- A European language would be an advantage.



EUROPEAN SALES & MARKETING MANAGER

Reel Service, one of the world's largest surface mount component taping and reeling subcontractors and manufacturer of "Thistle" Carrier tapes and "KLK" reels is now embarking on an aggressive marketing policy.

We seek a goal orientated team player who can keep pace with our present 40% + growth and accelerate this growth further in time with the company's plans.

Your task, besides growing our subcontract base, will be to take Reel Service to the number one position in material supplies through personal contact with customers and the establishment of local representatives and distributors. It is preferred that you will have experience, live contacts and a successful track record with suppliers to component manufacturers in the electronics industry. A working knowledge and understanding of foreign languages would be beneficial.

Working closely with the County Managers in our facilities in Scotland and Germany, you will report direct to the Director of Sales & Marketing.

Send full personal and career details to

John Simpson, Managing Director

Reel Service Limited

55 Nanyth Road

Southfield Industrial Estate

Glenrothes

Fife, KY6 2SD

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## CONSULTING OPPORTUNITIES

Applications are invited from highly motivated individuals to join an established and successful general management consulting firm.

Over the last twenty years we have developed an excellent reputation world-wide for helping blue chip clients, particularly in the retail financial services and cards areas to develop business strategies, products and competitive advantage. This has been achieved whilst retaining the distinct advantages of a small sized company with a partner to consultant ratio of one to three.

We are now seeking to grow our client base in Europe and are looking to recruit two additional consultants for our London office to support that process.

- Our first requirement is for a consultant with 5-8 years experience, who has already demonstrated a high level of professional achievement in another consulting practice. He or she should have excellent academic qualifications, probably an MBA or equivalent, and preferably a background knowledge of retail financial services and cards.
- The second vacancy is for a consultant with 3-5 years experience either in consulting or financial services and a first-class academic record. This individual should be keen to utilise existing modelling and analytical skills in addition to gaining the broader project experience that our firm can offer.

For both positions fluency in English and at least one other major European language is required, as is a commitment to quality output and team success.

An attractive compensation package and real opportunities for career progression will be provided. Applications are invited from European nationals who should write to the Box number below attaching a current CV.

Write to:

Box A5478, Financial Times, One Southwark Bridge, London SE1 9HL.



RECRUITMENT CONSULTANTS GROUP

2 London Wall Buildings, London Wall, London EC2M 5PP

Tel: 0171-588 3588 or 0171-588 3576

Fax: 0171-256 8501

E-mail: cja@group.online.rednet.co.uk

A high profile role for a proactive individual who can think and act independently.



## COMPLIANCE OFFICER

CITY

£EXCELLENT

LONDON OFFICE OF LEADING US SECURITIES FIRM

We invite applications from experienced professionals who wish to work as a part of a small but progressive Legal and Compliance team. The successful candidate will be responsible for the day to day business compliance function for the London Office as well as providing support to overseas offices by concentrating principally on adherence to internal policies and external regulations, mainly the SFA. In addition, you will give advice and training to Sales and Trading personnel and Senior Management. It is essential to be fully conversant with the conduct of business requirements of the SFA and ideally have a sound knowledge of Fixed Income products. Key personal attributes will be the presence and confidence to interact with Senior Management and enforce Compliance policy, therefore good oral and written communication skills are a pre-requisite.

In the first instance, please send your CV with current salary details to the Security Manager, CJRA at the address above quoting reference CO6478/FT. All CV's will be forwarded direct to our client, unless you list companies to which they should not be sent.



## Sales Person

### Asian Emerging Markets

Remuneration Commensurate with Position

City

Our client is one of the leading global investment management companies with substantial monies invested in Emerging Markets. A unique opportunity has arisen for an experienced, talented individual to focus upon this expanding market.

#### THE POSITION

- Asian Emerging Markets Sales Desk within Equities Division.
- Service UK and European accounts in Indonesia, the Philippines and Thailand.
- Liaise with local research teams to service Asian accounts in UK and Europe. Develop cross-sales opportunities.
- Responsible for co-ordinating client and analyst interface with the region to develop profile and increase revenue.

#### QUALIFICATIONS

- Minimum 3 years' Asian sales experience with proven revenue, generation ability. Strong client relationship and account management skills.
- Well known and respected within Asian business community. Able to represent the company well to existing and potential clients.
- Knowledge of local languages and customs essential. Familiar with local business culture, markets and economies.
- Strong numeric and analytical skills. Business related degree. Highly motivated. Demonstrable ability to work within a team.

Please send full cv, stating salary, ref F5708A1, to NBS, 21-26 Garlick Hill, London EC4V 3AU  
Fax 0171 489 0698 Tel 0171 379 1070

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## Securing Market Integrity

Unique opportunities to influence the development of market regulation

The Securities and Investment Board (SIB) is the overall supervisor of the regulatory system set up under the Financial Services Act.

The Government has announced that the SIB will form the basis for the creation of a new single statutory regulator, bringing together responsibilities for a wide range of financial businesses including banking, insurance and financial services.

As a result of recent restructuring, opportunities have arisen within the Market Standards Department which is concerned with developing standards of market integrity and policy issues affecting investment markets.

Successful candidates must have experience of investment markets, good judgement and the ability to tackle difficult issues. Common sense, organisational skills, the ability to marshal arguments and articulate a case are essential. There is some scope to fit the job to the specific expertise and preference of the candidate. Knowledge of primary market activities and/or derivatives issues would be of particular interest.

Interested applicants should initially contact Sue Lintern at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LN for an information pack, quoting reference 364563 or call 0171 269 2308. Closing date 26th August 1997.



Michael Page City

International Recruitment Consultants  
London Paris Frankfurt Madrid Hong Kong Singapore Sydney

## Senior Transaction Manager - European Private Equity

Participate in Global growth from \$300mn invested in 1996 to \$2.4bn by Millennium.

Package c£150,000 plus benefits

London based, Pan-European Role

Equity Capital Group is the private equity arm of GE Capital, one of the largest and most diversified financial services companies in the world. GE Capital is itself a division of General Electric\*, one of the most formidable enterprises in the world with global manufacturing, technology and service operations.

Equity Capital Group Europe makes private equity investments in a wide range of businesses bringing not just money but access to the world-wide resources and expertise of its parent companies. Particular focus areas include Healthcare, Financial and Business Services, Telecommunications and Media.

Our expansion now requires the addition of a senior deal professional to source, negotiate and close private equity investments in the major European Markets in which we operate.

The successful candidate is likely to have established a track record in closing and successfully exiting private equity transactions - most likely as deal leader, but possibly as advisor or as a management consultant. You will have good business judgment and be able to demonstrate the ability to operate in more than one European market, be able to lead a small team or to work in partnership with other investors. Clearly European language skills will be a significant advantage, particularly German. You should be willing to relocate to another European Capital if required.

The total compensation for this position will be in excess of £150,000 plus an excellent benefit package.

Please write today to our advising consultants at the address below enclosing a copy of your CV and current salary details, quoting ref 6474FT CJA, 2 London Wall Buildings, London Wall, London EC2M 3PP.  
Tel 44 171 588 3588.  
Fax: 44 171 256 8501  
E-mail: cja@group@online.rednet.co.uk



GE Capital

GE is an equal opportunity employer  
\* General Electric Company of the USA and not affiliated with the English company of a similar name.

## CAREER - OPPORTUNITY IN VIENNA

Our client is the leading Austrian asset manager and stands for high product and service quality. Excellent qualifications and the expertise of the fund managers support the success of the company.

Due to the dynamic growth of the business, a challenging new position has arisen for a talented

## Portfolio Manager Fixed Income/Hard Currencies

You will be responsible for the management of individual as well as public funds. In a team of fund managers, you will participate in the asset allocation and the implementation of allocation strategies.

What is the offer? A highly reputable and rapidly expanding banking institution that reacts flexibly to market demands. A young, highly motivated team that will take care of you and your integration within the company. A competitive salary is offered, together with the usual Bank Benefits.

Applications are invited from suitably qualified candidates who have gained at least two to three years experience in European

bond markets and the management of fixed income portfolios. You have worked in an international investment environment and you are familiar with modern investment methods. A good working knowledge of German is required. We are looking for candidates with due experience who would like to work strategically and are looking for an environment where they can implement their ideas.

To apply, please send your detailed CV to Mrs Wolf, or contact her for more detailed information, telephone 0043/1513 07 30/15 (fax 0043/1513 07 19). Initial interviews will be held in London.

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INSTITUT FÜR UNTERNEHMENSBERATUNG

A - 1010 WIEN, PARKRING 4, TEL. 0043-1-513 07 30, FAX 0043-1-513 07 19

## PRODUCT CONTROL Investment Banking

City

c.£40,000 + benefits

Our Client, a major international banking organisation has dramatic plans to expand their London investment banking operation. As a direct result, it is seeking a recently qualified accountant to play a key role in product control. This is an exciting opportunity to move into investment banking and gain immediate exposure to a wide and complex range of products, dealing directly with traders and departmental heads.

Candidates must be numerate and control conscious, with the ability to develop and implement new and innovative ideas in a fast moving and growing environment. Confidence and strong communication skills are essential as

candidates will often be dealing directly with senior management, and be at the forefront of a growing team.

Ideally, candidates will be graduate accountants with a genuine interest in investment banking and product control. Career prospects and the opportunity to progress within this prestigious bank are excellent.

Interested candidates should send their CVs stating current remuneration to:

Carol Jardine,  
Jardine Kelso,  
53 Shepherd's Hill,  
London N6 5QP  
or fax to 0181 341 4463.  
Ref JK/0046

JARDINE KELSO



## Private Banking Senior Relationship Management

American Express Bank Ltd. wishes to recruit a Senior Relationship Manager, based in London, to focus specifically on India and the Sub-Continent. The Bank has a significant presence in the region with access to many long-standing substantial clients.

American Express Bank is a major US bank with a presence in 36 countries worldwide. We are a trusted partner for wealthy entrepreneurs and local financial service institutions. Our principal businesses are correspondent, commercial and private banking and personal financial services.

American Express Bank Ltd. is an Equal Opportunities employer.

The primary responsibility will be to develop new and increased business from this blue chip contact base and project a long term organisation commitment to the country that will attract a significant flow of new business. Products offered by the Bank include a leading range of mutual funds, discretionary investment products, advisory work (including FX and asset allocation), as well as a full range of Credit, Fiduciary and Treasury products.

The successful candidate will have at least 10-15 years' experience of working with Indian clients, and will therefore be fully versed in the culture, and have demonstrated business development skills by past experience in leading commercial banking, retail banking and treasury activities in the Indian market. Particular emphasis will be placed on communication skills, team work and the core competences that correlate to a successful track record in marketing, sales and relationship development to generate increasing business.

This is an exciting opportunity at senior level within the Bank and thus a substantial package, will be available for the chosen candidate.

Interested candidates should write with their CV, in strictest confidence, to: Mrs. M. Groves, Human Resources, American Express Bank Ltd., 60 Buckingham Palace Road, London, SW1W 0RP.

## FINANCIAL ENGINEER/STRUCTURER

Our client is an established and innovative provider of risk management products to financial institutions, corporates and sovereigns who use derivative products. As a result of planned expansion they are looking to hire an additional financial engineer/structurer.

#### Responsibilities will include:

- Structuring: Providing financial engineering support to the marketing team and developing client specific solutions and models in the areas of fixed income, foreign exchange and equity derivatives.
- Marketing: Presentations to European clients, in particular insurance and reinsurance companies.
- Product Development: Collaborating with the Research, Systems and Trading Groups in the development of derivative products applicable to the insurance/reinsurance industry.

#### Experience required:

- Strong analytical and mathematical modelling skills gained within an insurance/reinsurance environment. An exceptional understanding of financial mathematics (e.g. interest rate modelling, option pricing theory).
- Educated to post graduate level with concentration in econometrics, mathematics or similar disciplines.
- A second European language - preferably French or German.
- Competence in spreadsheet modelling and the development of Excel add-ins.

For further information contact Simon Smyth, quoting reference SSF7033, on 0171 247 7444. Alternatively, send your CV to McGregor Boyall Associates, 114 Middlesex Street, London E1 3JL. Fax: 0171 247 7476. Email: ssmyth@mcgregor-boyall.co.uk

McGregor ■ Boyall

## FOOTBALL TRADER REQUIRED FOR INTERNATIONAL OPPORTUNITY

Position available for highly motivated young person. The successful applicant should possess:-

- A high level of numeracy and mental agility
- A clear understanding of prices, probabilities and odds
- Knowledge of European Football
- Experience in Sports Betting or City Trading

The successful applicant can expect:-  
• An attractive salary and bonus  
• Benefits and relocation package.

Replies in confidence to Box A5478, Financial Times, One Southwark Bridge, London SE1 9HL

## APPOINTMENTS WANTED

### Service Industry Travel Related Business

## COUNTRY MANAGER/ MANAGING DIRECTOR

of a worldwide operating leisure & entertainment blue chip enterprise is currently exploring the possibility of a new challenge- worldwide.

10 years international industry experience, strong background in marketing & sales, budgeting & controlling, M & A.

University degree, trilingual, total PC literate.

Contact Box A5480, Financial Times, One Southwark Bridge, London SE1 9HL

## Sales Specialist Eastern Europe

### Treasury

Our client, an international investment bank, is developing its exposure in Russia and Eastern Europe. They seek a high quality marketer to develop precious metals and foreign exchange-related business with banks/financial institutions in this region.

### Candidates must have the following essential attributes:-

- Fluency in Russian, English and German.
- Minimum of two years' proven track record in business development in the above products and geographical areas.
- Knowledge of margin trading.
- Flexibility to relocate at short notice.
- PC literacy.
- Relevant degree-level qualifications.
- Excellent interpersonal skills.

Those interested should write quoting Ref. 450, enclosing a full C.V. to BEM Selection, 76 Welling Street, London, EC4M 9BJ including contact telephone numbers. All applications will be treated in the strictest confidence.

## BANKING Investment/Merchant Senior Sales Mgr

NY based Investment & Merchant Banking firm seeks a London based Senior Sales Mgr to run a new London Office. Qualified candidate should have an existing working book & at least 10 yrs exp in the securities industry.

Please fax to: Ms. Michelle Kholodilova at 001-212-450-9429. All inquiries will be kept confidential.

## Appointments Advertising

appears in the UK edition every Wednesday & Thursday and in the International edition every Friday.  
For further information please call: Tony Fisher-Davies on 044 0173 873 4027

## Market Analyst - Europe

Stone & McCarthy Research Associates, a growing financial and economic research firm, are seeking a market analyst for European fixed income markets.

### The ideal candidate will:

- Work as part of a team tracking bond market flows, rumours, economic data and key political events.
- Have a degree in economics and a minimum of one/two years experience in financial markets.
- Be fluent in English and another European language, both written and spoken.
- Have a strong academic background and advanced computer skills, as the ability to produce timely and accurate commentary on market developments is essential.

Salary will be very competitive and based on relevant experience.

Contact: Gary Keating, Stone & McCarthy Research Associates, City Gate House, 35-45 Finsbury Square, London EC2A 1PD. Tel: 0171 638 1094 Fax: 0171 638 1095, email: gary@scm.co.uk



ACCOUNTANCY APPOINTMENTS

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## BP SENIOR ACCOUNTANT

Major, fast-track international oil exploration, appraisal and development

**Baku, Caspian Sea c.£50,000 + benefits**

BP are in partnership with the State Oil Company of the Azerbaijan Republic (SOCAR) and a number of non-Azeri oil companies in two major consortia, the Azerbaijan International Operating Company and Shah Deniz, and have an Alliance representative office with Statoil in Baku. BP operates the Shah Deniz field on behalf of the shareholders and is engaged on a 3-year exploration and appraisal programme. This is a unique opportunity to join a small team delivering all aspects of financial accounting and management reporting to the BP/Statoil Alliance, a company whose objective is to be the most valued in the Caspian involved in the revitalisation of the nation's oil industry and economy.

**The role**

- responsible for revenue accounting associated with the Early Oil Scheme
- manage treasury, banking, accounts payable, taxation and payroll activities
- work with the Shah Deniz project team on material and contracts accounting
- maintain networks with both BP and Statoil home offices
- coach and develop Azeri employees.

**The person**

- qualified accountant with international oil industry experience
- ideally fully conversant with revenue oil accounting and with experience of materials and contracts control systems
- keen to be involved in all financial and control aspects of the business unit
- flexible, adaptable and able to work across disciplines to integrate elements from each.

Baku, a cosmopolitan city with a population of 1.5m including a fast-growing expatriate community, has limited but improving facilities. An internationally competitive remuneration package will be provided and employment terms include "2-year renewable contract, married- or single-status "free fully furnished accommodation "free local medical care "9 weeks' annual leave including R&Rs - paid transportation "free schooling for accompanying children.

Please fax or mail full career details to Andrew Millard, Executive Search and Selection, Ref: 006S/AGM/FT, PA Consulting Group, 123 Buckingham Palace Road, London SW1W 9SR, UK. Fax: +44171-333 5050.

Offices: London (0171) 730 0000 Birmingham (0121) 454 5791 Glasgow (0141) 221 3054 Edinburgh (0131) 226 4481 Manchester (0161) 236 4531

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## OVERSEAS FINANCE CONTROLLERS

### The Organisation

Our client is a large international plc with world-wide operations in the USA, Europe and the UK. Commitment to expansion into new markets and investment in technology has created an enviable growth record.

### The Role

Two vacancies exist based in Vienna and a location in Eastern Europe. Reporting to the European Finance Director and working closely with the commercial director, you will assume autonomous control of the finance function. As Financial Controller, you will be part of a senior management team and be fully involved in achieving targets. Your responsibilities will include:-

- Production of a monthly reporting pack for the business unit.
- Overseeing all financial matters including business planning, budgeting and forecasting. Liaison with Senior Managers.
- Financial appraisal of a new projects.
- Monitoring and analysing costs.
- Managing a team of seven staff including two Accountants.

### The Appointee

- A graduate Qualified Accountant with approximately five years PQE gained within a commercial environment.
- Ideally fluent in a second language, possibly East European.
- Effective communication skills at all levels are essential to succeed within this dynamic organisation.
- Package includes flights home every 6 months and accommodation and relocation costs.

To apply, please write enclosing your CV and current salary details to our Recruitment Advisor, Heidi Cohen, Hays International, 14 Great Castle Street, London W1N 7AD. Tel: 0171 436 9964 Fax: 0171 436 6385. This position is being handled exclusively; all direct responses will be forwarded to Hays Accountancy Personnel.

**Hays Accountancy Personnel**

## International auditing opportunities

Unisys is one of the world's largest IT companies, with over 40,000 people in 100 countries. Because of our client-focused approach, and our ability to offer practical and creative solutions to other people's business problems, we have grown to become the IT company of choice for some of the world's largest commercial and governmental clients. Now, due to internal promotions, we have opportunities for experienced professionals to join a worldwide team of 40 auditors.

### Audit Manager - South America

**Tax Free Salary**

Reporting to the US-based Vice President and General Auditor, you will take responsibility for planning, performing and reporting financial and operational audits throughout South America.

You will be supported by a team of two staff and can expect to spend between 12 and 18 months in this position before having the opportunity to take on a line management role.

This is an extremely challenging and demanding post. To succeed you should be a qualified ACA and fluent Spanish speaker who is willing and able to travel independently throughout South America.

Your application will be preferred if you have received high quality professional training from one of the 'Big Six' firms and have line management experience. Ref: HN2877

### Senior European Auditor

**Unbridge**

Based in Unbridge, but travelling regularly and extensively across Europe, you will spend the next two years in a hands-on operational and financial auditing role, before having the opportunity to move into a line management position.

A qualified ACA preferably trained by one of the 'Big Six', you must be fluent in one other European language and able to perform in a range of fast-moving and dynamic business environments. Previous line management experience would be desirable. Ref: HN2878

If you would like to apply for either of these roles, and if you are an ambitious, career-orientated individual, with the wherewithal to make an immediate and imaginative impact on our business, then please send your CV to Harvey Nash Plc, 15 Bruton Street, London W1X 7AR. Tel 0171 333 0053 quoting the relevant reference number. You may also apply via: [http://traps.com/Harvey\\_Nash](http://traps.com/Harvey_Nash)

Unisys is an equal opportunities employer.

**UNISYS**

When information is everything

Apply your financial and business development skills as:

## Finance Director - Biopharmaceuticals

**£70-80k + Substantial Options + Benefits Based Hertfordshire**

You will join a fast-growing young company - a new subsidiary of an established international group - as it embarks on the next stage of its evolution: the development of a commercial infrastructure in the UK and Europe.

To succeed in this hands-on role you will:

- have practical experience of the UK PPRS
- understand in-licensing and business development
- relish the prospect of developing a financial function
- welcome the prospect of working within a financially sophisticated corporation

If your CV demonstrates a progressive and successful career in financial planning and management in pharmaceuticals, send it now or call Roger Stephens/Nick Stephens for a discreet discussion, quoting ref. 97095FT. Closing date 21st August 1997.



**Roger Stephens & Associates**

1 Park Street, Old Hatfield, Hertfordshire AL9 5AT  
Telephone: 01707 275361/259333. Fax: 01707 271366. e-mail: [ndstephens@aol.com](mailto:ndstephens@aol.com)

## Group Finance Director

**New Technology Services Group**

**Central London**

**c.£60,000 + Significant Share Options**

Backed by a group of quoted companies, our client is a recently formed provider of new technology services to the corporate sector. The company has adopted an integrated and total solutions approach to its service offering and can look forward to exceptional prospects and a likely full stock market listing.

Exemplary financial management will be critical to its success, as will a progressive approach to the business systems underpinning its growth. Reporting to the Chief Executive, the new Finance Director will:

- develop long term plans and subsequent reporting, control and audit procedures;
- manage key relationships with banks and institutional investors and assess viability of client service contracts;
- develop and implement new IT and accounting systems.

Candidates will be graduate qualified accountants with commercial flair and outstanding communication skills. A broadly based finance background and strengths in business and financial planning are mandatory. These should ideally have been gained through a combination of blue chip training and experience in a high growth services environment. Additionally, experience of the IT industry and in preparing a company for flotation would be of particular interest.

This appointment offers a unique opportunity to shape and share in the success of this rapidly developing group. The comprehensive benefits package includes an opportunity to build significant equity through options. Please send a full CV in confidence to GKRS at the address below, quoting reference number 746J on both letter and envelope, and including details of current remuneration.

**GKRS**

**SEARCH & SELECTION**

86 JERMYN STREET, LONDON SW1Y 6JD. TEL: 0171 468 3880  
A GKR Group Company

## Divisional Financial Controller

**C. London**

**c. £40,000 + Car + Bens + Share Options**

With a long established reputation in the sector, this specialist media business has a turnover of around £60 million. The company has advanced plans for a Stock Exchange listing within the next 18 months. Ambitious expansion plans for the division will utilise state-of-the-art technology and acquisitions to maintain the current high rate of growth.

Reporting to the Divisional Chief Executive, this is a highly influential role with specific responsibility for the following areas:

- Management reporting for the division including analysis and interpretation of the results.
- Strategic planning, budgets and forecasts.
- Ad-hoc projects including acquisitions.

- Development of management information systems to support and facilitate continued growth.
- Presentation at Board level of results and internal liaison with operating line management.

The successful candidate is likely to have at least three years post qualification experience. Candidates with a demonstrable record of success in commercial, change orientated environments will be preferred. The ability to deal with pressure while retaining a sense of humour will prove a key personality trait.

Interested applicants should apply in writing to Guy Stacey at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LN, quoting reference 362092.



**Michael Page Finance**

Specialists in Financial Recruitment

London Bristol Birmingham Edinburgh Glasgow Leatherhead Leeds  
Maidenhead Manchester Milton Keynes Nottingham Reading St Albans & Worldwide

## INTERNATIONAL FINANCIAL ANALYST

**Southern England based**

**c. £50,000 + executive package**

The client is a US-based leader in many international markets and has an enviable reputation for the high quality of its products and customer service. With a high organic growth rate and impressive profitability, the company is pursuing new business opportunities across the world and now seeks to strengthen its small International HQ team by the appointment of a Senior Financial Analyst of the highest quality.

The role will involve the analysis of existing international operations and advising as appropriate on issues of strategic importance such as: key performance indicators and cost drivers, profitability analyses, capital investment planning, acquisitions and other special projects as required.

This position will be suited to a qualified accountant (UK or US) - preferably with an MBA - who has experience of working successfully in an international operating environment. A keen analytical mind, the ability to see the "wider picture" and excellent communication skills are vital as the role demands the cultural sensitivity to enable the Analyst to operate effectively in a truly global environment. Fluency in a second language or relevant overseas experience would be an advantage - there will be much international travel - as well as a background in FMCG, media or pharmaceuticals. Genuine long term career prospects exist world-wide within the group and package considerations will not be an obstacle for the right candidate.

To apply, please submit (or fax 0171 316 7700) your CV, quoting reference UKR13797, to Richard Owen, Principal Consultant:

**FEDERAL RESOURCES EUROPE**

1st Floor, Celcon House, 289-293, High Holborn, London WC1V 7HU

Email: [frw@edial.pipex.com](mailto:frw@edial.pipex.com)

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## Scandinavian Management Accountant

**UK based sales accounting role with a Nordic brief**

**To £30,000 + car + benefits**

MASSEY FERGUSON, the world's leading tractor brand is now part of the highly successful AGCO Corporation, a global manufacturer and distributor of agricultural equipment with 1997 sales projected to exceed \$3bn. Our high quality tractors, combines and machinery are marketed in over 140 countries, through an extensive dealer and distributor network.

Based at our European headquarters in Coventry, Warwickshire, this high profile appointment offers a unique career challenge to a qualified Accountant - CIMA or equivalent - seeking to optimise their Scandinavian language and accounting skills with the market force in agricultural equipment. A background in the distribution or automotive sector would be advantageous.

You will take responsibility for all aspects of Sales Accounting for the agricultural and forestry equipment sold by AGCO in Norway, Denmark and Sweden to local dealers. This will directly involve you in a major investment programme, centralising European country finance functions into Coventry and developing common "best practice" systems.

Working closely with senior sales/finance colleagues, you will also provide a high level of financial support and assistance to our Scandinavian managers, whilst accounting, reporting and controlling sales margins and inventory. Controlling discounts and incentive programmes will be additional responsibilities in this very autonomous role.

Experience of controlling the financial aspects of sales growth including meeting Scandinavian accounting, statutory and legal requirements will be essential. Systems implementation experience would be advantageous.

You must have first class communication and interpersonal abilities and be committed to developing your financial expertise in a multi-national organisation undergoing considerable change.

Fluent English and either Danish, Norwegian or Swedish is essential. PC literacy and a willingness to travel overseas will be vital.

Relocation assistance will be given where appropriate.



Please write with comprehensive CV to:  
Malcolm Cowles, Manager HR,  
AGCO Limited, PO Box 62,  
Banner Lane, Coventry, CV4 9GF.



**Britannia** Leek, Staffordshire

**£100,000 package + benefits**

## Head of Group Finance

*Pivotal, proactive finance role within this successful Society, a leader in its commitment to mutualism and the development of innovative customer loyalty programmes. With assets of £17 billion and its own life insurance subsidiary, this is a substantial and challenging role within a progressive, high profile Group.*

**THE ROLE**

- Reporting to the Group Finance Director. Responsible for statutory and management reporting and control, financial modelling, forecasting. Group consolidation, tax and purchasing.
- Overseeing annual planning and budgeting cycles, maintaining technical accounting excellence and the integrity of financial systems and controls throughout the Group.
- Full involvement in the analysis and evaluation of new business opportunities as well as ad hoc projects for the Board. Key contributor to the development of corporate strategies and business plans.

**THE QUALIFICATIONS**

- Graduate accountant, aged 35+ with strong technical skills and a proven record of upgrading management accounting and planning processes, ideally within a progressive financial services Group.
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## MANAGEMENT



John Kay

## Question of duty

The Hampel Report poses more questions on how to run a company than it answers

The conscientious director will turn to the Hampel Report – an interim report on corporate governance in the UK – for a clear statement by a group of distinguished industrialists of the nature of a director's duties. The eye will alight on paragraph 3.2 which describes them: "The duties are owed to the company, meaning generally the shareholders collectively, both present and future, not the shareholders at a given point in time."

This assertion ignores the most important difference between shareholders and other stakeholders in a business. It is easy enough to see how there might be a divergence between the interests of the current and future employees of a firm. Employing more people than the company needs, at higher wages than the firm needs to pay, might undermine its competitiveness and reduce the prospects for future employment.

But this is not true as between current and future shareholders, because the only way future shareholders acquire that status is by purchasing their shares from current shareholders. If an action would benefit future shareholders, it would raise the price they were willing to pay for their shares, and hence also benefit current shareholders. Thus the operation of market mechanisms ensure that the interests of current and future shareholders are identical. This is one of the wonders of the capitalist system. Even if we are altogether careless of the welfare of future generations, we take their interests into account when we build things to sell to them.

The only way you can rescue Hampel's claim is by suggesting that future shareholders do not know what is in their best interests. Although the actions

of management truly raise the future value of the company, they do not increase its present value, because the market does not understand what management is doing. This might be true. But it means management prerogatives are unchallengeable. Managers are to act in the interests of future shareholders. Not only are they, by definition, unidentified and unidentifiable; they are also, by assumption, ignorant of what their interests are.

But let us suppose that Hampel is right, and that directors are obliged to balance the claims of current and future shareholders. At this point, directors would seem to fall foul of the problem identified in paragraph 1.17, which is used to explain why managers could not be responsible to stakeholders other than shareholders: "...to re-define the directors' responsibilities in terms of the shareholders would mean identifying the various stakeholder groups; and deciding the nature and extent of the directors' responsibility to each. The result would be that the directors were not effectively accountable to anyone since there would be no clear yardstick for judging their performance."

This may seem nit-picking. The Hampel Committee consists of practising businessmen, not trained linguistic philosophers.

Now I am not sure why this assertion is correct. It is perfectly possible to be accountable to more than one person or group of people. Sir Ronald Hampel is accountable, I suggest, to his board, his committee, his shareholders and his wife. I suspect that the paragraph does not say what the committee intended it to say, and when they use the word "accountable" they meant "have responsibility or duty to". These are not the same thing. The Metropolitan Police are accountable to the home secretary, but that does not mean that the only house they guard is Jack Straw's; their responsibilities extend to all law-abiding citizens. And in assessing their performance, the home secretary should look not just at whether they have kept burglars out of his residence but at whether it is safe to walk the streets of London.

However, once you have made that distinction, then half the argument of the paragraph collapses. The fact that shareholders theoretically elect directors does not of itself mean that the only interests the directors should pursue are those of shareholders. The question of who appoints whom to an office is entirely separable from the question of what the office holder should do. And the other half of the argument is pretty weak, too. Just as it is possible to be accountable to more than one person or group of people, it is also possible to have responsibilities to more than one person. Sir Ronald Hampel has responsibilities to his board, his committee, his shareholders and his wife, and although he is not accountable to his children he certainly has duties towards them.

All of this may seem nit-picking and semantic. After all, the Hampel Committee consists of practising

businessmen, not trained linguistic philosophers. But it is not satisfactory, or tolerable, that a group of leading industrialists, specifically charged with making recommendations on corporate governance, can only offer an account of directors' duties which is confusing and incoherent. That is why we ought to have a statute law that defines what directors' duties are.

It should not say what the Hampel Committee seems to think, in paragraph 1.17, that it should say, or perhaps paragraph 1.17 tells us what they think it does say, for it is not clear whether the *ex-cathedra* statements they make about the purposes of corporations are prescriptive, or simply descriptive of what they think is the current state of the law. The Hampel Committee seems to want to assert that companies have relationships with all their stakeholders, but responsibilities only to shareholders.

The key point is not that firms which are run on that basis are unlikely to serve even their shareholders well. It is that business which denies that it has duties to its employees, its customers and to the community at large stands no chance at all of sustaining public acceptance. If these are the values of business, then we do not want them in our government, or near our schools, or our hospitals, or our water supply. The key message of post-Thatcherite Britain is that there are no rights which are not associated with obligations. It is a message which the Hampel Committee would do well to take on board in its final report.

The author is a director of London Economics and director of the School of Management Studies at Oxford University. This column appears fortnightly.

## Big game theory in the workplace

Stephen Overell on lessons for organisations from animals



Animal role models for the organisation, a panther and honey bees

Photograph: Telegraph Colour Library

In an Thomas has a seven point strategy for running a successful business: focus, stalk, pounce, kill, hoist, eat, rest. If this sounds a singularly muscular approach to customer service, that's probably because it is. It was devised after 10 years as a game warden at Londolozi in South Africa's Mpumalanga province.

From expertise in big cats, it has been a short step to travelling the world's business lecture circuit talking to rapt audiences about transferable parallels with the corporate jungle. The pounce of the leopard is likened to exceeding the expectations of the customer, the kill, to the closing of a sale. The hoist represents the move from the sale being kept safe like a carrot; eating corresponds to reward for a sale and rest symbolises the need to handle stress. To Thomas, the leopard is the leader in "customer service". Lions win by "continual mentoring".

"Hunting prey, the preserve of lions, is the same as a business bringing in income," he says. "Lions too take responsibility for raising cubs, a role compared to the introduction and development of a new team member. Security and protection of territory, a role exclusive to the male lion, is keeping a competitor out of the market. Lions are very focused on what they are trying to do. They have a very structured selection process with very few of the cubs making it to adulthood. For businesses who want to put teams together there are few better models than the way lions operate."

Thomas's customers include companies such as Microsoft, Interational Business Machines, Hewlett-Packard, Mercedes-Benz and management development company TMI. He is part of a developing fringe in management consultancy that believes the way to cope with a rapidly changing business environment is to look at purportedly superior models of organisation available in the natural world.

With the hulk of post-reengineering thinking being based on the concept of teams and teamwork, it is ants, booby bees, termites and wolves that are being baled as role models. Some pioneers are even arguing

that individualism has had its day. It should be teams rather than individuals that are recruited for specific projects, as is the case in the animal kingdom.

"Where an organisation faces high complexity and high risk, it needs well-balanced teams," says management thinker Meredith Belbin, author of *The Coming Shape of Organisation*. "Strategic leadership is much safer vested in small strategic teams rather than in a single individual."

He suggests ants are the creatures which human beings should seek to emulate in their attitude to work. "These insects have common principles of organisation," he says.

"They were the first agriculturalists; they invented towns and cities. Ants have an enormous number of specialist trades people and can respond much more quickly than humans to a crisis."

Using observation of animals to influence human action is, of course, nothing new. Niccolò Machiavelli used to proffer his advice on statecraft on the basis of whether rulers exhibited

more of the characteristics of the fox or the lion.

But does this more avian streak in management theory represent a challenge to the thinkers of the last decade who have tended to emphasise the increasing dominance of technology over the future of work?

Pauline Beldon, a zoologist who has recently been recruited to Performance Through Excellence (PTE), management training specialists, thinks that while comparisons with socio-biology are not scientifically valid, they do provide insights that can motivate teams.

Animals team up for reasons such as group foraging, group protection, increased vigilance and reproductive co-ordination.

Beldon argues these observations can be applied to business. Group foraging can be co-operative marketing, vigilance can be protectionism, reproductive co-ordination can be joint ventures.

PTE, whose clients include Nike, British Telecommunications, BMW and Wells, holds seminars illustrating multi-skilling through refer-

ence to honey-bee colonies. The queen bee lays the eggs while every other worker has a specific job which may change with time. Bees begin their "career" preparing cells to receive eggs, moving on to feed larvae and build combs. But they also spend time patrolling the hive for security and looking for food. Older, "multi-skilled" bees fill in where they are needed.

"People stay within a team because they recognise that their personal interests occasionally have to be sacrificed for the good of the team," says Beldon. "The animal kingdom is crisscrossed with creative business solutions."

Meanwhile, figures from the world of biology have been seeing business relevance in their work. Jane Goodall, the eminent ethologist who has spent 40 years researching chimpanzees at Gombe in Tanzania, will travel to Japan in August to tell business people how perfectly pedestrian chimps can become the dominant "alpha male" through circumventing the normal channels to the top. The leadership lesson is obvious.

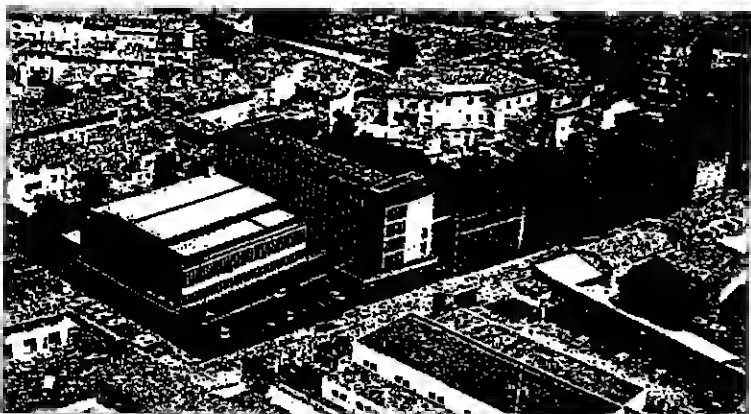
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ARTS

# A po-faced post-nuclear pantomime

In Salzburg, Andrew Clark finds the ubiquitous Peter Sellars re-writing Ligeti

**B**uffalo! Arsefucker! Piss-spott! Words like these are not entirely alien to today's opera audiences, as they might have been a generation ago, but they are still a mouthful for the well-dressed, well-heeled clientele of the Salzburg festival. They come straight out of György Ligeti's opera *Le Grand Macabre*, which has just received its Salzburg premiere 20 years after its first performance.

Obscenities are common parlance in *Le Grand Macabre*, but some seem gratuitous. This is Ligeti's uproariously subversive pantomime of death, set in "Bruegel-land" and peopled by characters from a surreal cartoon. Playing the clown with a serious subject, Ligeti presents a world where Nekrotzar, the grim reaper, gets distracted by the drunken antics of Piet the Pot, where a court astrologer disposes of his wife after a bout of sado-masochism, and where two lovers copulate their way past the end of time.

As those who know who have come across it in any of the 20-odd stagings it has enjoyed elsewhere (including English National Opera in 1982), *Le Grand Macabre* is a litany of insanities and profundities, a grotesque farce dressed in music of exquisite tone clusters and lyrical inventiveness. You're not meant to understand it or brood over it. The opera celebrates the comic and the absurd, and should succeed first and foremost as theatrical entertainment.

Programming it in Salzburg, and hoping it would fill the 2,200-seat Crosses Festspielhaus alongside *Wozzeck* and *Pelléas et Mélisande*, was an act of faith by Gerard Mortier, the festival's artistic director. Thanks to clever marketing, the commercial risk has paid off - half the audience even turned up to a pre-performance talk - but the artistic risk has not.

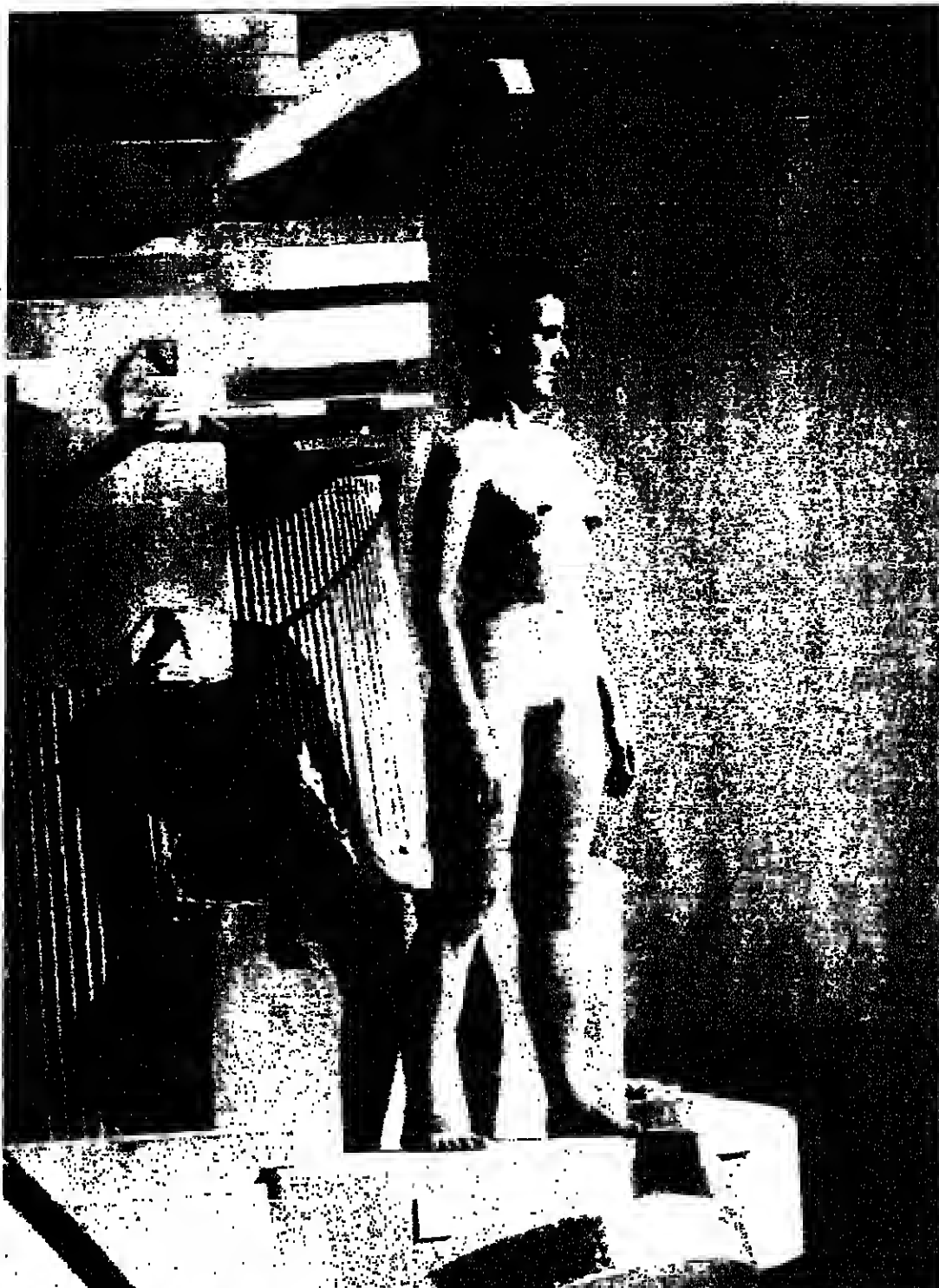
By handing the staging to Peter Sellars, Mortier gave *Le Grand Macabre* the kiss of death, in customary style. Sellars virtually rewrote the piece, and even had the gall to have his own synopsis inserted as a programme slip, con-

tradicting the composer's own. So it was no surprise, after the first night, to find Ligeti condemning the production. The only mitigating factor was the quality of the cast and the superlatively acute rendering of the music by the Philharmonia Orchestra under Esa-Pekka Salonen. Musically, at least, I doubt if *Le Grand Macabre* has ever enjoyed such efflu swagger and precision. So it is good that Sony's new recording, part of its complete Ligeti edition, will be based on these performances.

**A**s a theatrical experience, however, Sellars neutered the work. The most successful performances of *Le Grand Macabre* are those which make you laugh loudest. Well, there wasn't much to laugh about in Salzburg. Sellars does nothing with the piece except fill it with his own puritanical obsessions. The curtain rises on a landscape of gas masks, body bags and a defunct space capsule, set amid the ruins of an atomic power station. The first words of the libretto may be "Dies irae", but Sellars' version is not the fairy-tale requiem Ligeti intended. It is a humourless vision of life after a nuclear catastrophe.

Ligeti's words and music keep telling us something the staging seems to deny - and the tragedy is that thousands will come away with the impression that *Le Grand Macabre* is some sort of sick morality play. Like Bob Wilson, also in favour in Mortier's Salzburg, Sellars views each opera through the prism, or prison, of his own iconography. Here, with depressing familiarity, are the gun-toting guards, blindfolded hostages and identically clothed sects that are the Sellars shorthand for a sick society. George Tsyglin's colourless decor takes no account of the opera's changing settings, and the only variation we get is the unexplained arrival of a monster insect-machine which no dramatic purpose.

Under the circumstances, it was hard to judge whether Ligeti's new version of the score represents an improvement. He has shortened the Astradamus-Mescalina scene,



'Le Grand Macabre', stripped of all its humour: Sibylle Ehler as Venus

turned the two Ministers' dialogues into music and recomposed some passages. The performance still lasted an hour and 50 minutes without interval - not much shorter than the original. The great Passacaglia made little impact, and the score's other-worldliness seemed disconcertingly overshadowed by grey washes of sound.

Salzburg performed it in Ligeti's English version, which is far more pitiful than the German (both were printed in the programme and projected on titles). Willard White's Nekrotzar, draped in a garland of skulls, covered the stage with expressive gravity, but without much menace. Graham Clark's Piet the Pot, a part that could have been written for him, resembled an ageing hippy, in splendid voice but - like the rest of the cast - far from his expressive potential. Frode Olsen and Jari van Nes, as Mr and Mrs Court Astrologer, acted like a middle American couple in need of therapy - not a funny sight - while Derek Lee

Ragin looked lost (and sang beautifully) as Prince Go-Go. Sibylle Ehler played Venus in the nude and then turned up a nuclear burn victim, as Chief of Secret Police. Ligeti has inexplicably turned his back on the original lovers' names, Clitoria and Spermando, in favour of the anodyne Amanda and Amanda, deliciously sung by Laura Claycomb and Charlotte Hellekant. It all makes a rather depressing spectacle. The production will be re-staged at the Châtelet in Paris next February.

Otherwise Sellars keeps his cast moving like sleepwalkers - the chorus in casual modern clothes, without distinction between Roman bigots and devout Christians; Valens' SAS squad in orange boiler-suits - and performing small, routinized gestures with hands and arms. I am told that they strongly resemble Makaton, a "signing"-language used by the deaf. They are geared to the words, thus enabling fluent Makaton-signers (so long as they aren't deaf) to enjoy the sense twice over. When the choral voices go into canon, so do their gestures; that livens things up a bit.

## 'Theodora' in Catatonia

**M**eanwhile, at Glyndebourne, the revival of Peter Sellars' *Theodora* makes a catatonic spectacle, writes David Murray. Handel composed it as an oratorio, not an opera, and for staging it presents the same awkward gaps and bulges as Berlioz's *Damnation de Faust*: no music for some vital parts of the action, and too much - in sonful mode - that advances the visible action not at all.

Peter Sellars must have spotted that at once when he undertook to direct the piece last year. Leaving us to learn the story from the programme-book, he has simply supplied a few illustrations: Valens, the vicious Roman "President", strutting like an American political heavy and getting drunk, saintly Theodora writhing and moaning in her cell, she and her Didymus being martyred by lethal injections (a strong dose of David Cronenberg there).

Otherwise Sellars keeps his cast moving like sleepwalkers - the chorus in casual modern clothes, without distinction between Roman bigots and devout Christians; Valens' SAS squad in orange boiler-suits - and performing small, routinized gestures with hands and arms. I am told that they strongly resemble Makaton, a "signing"-language used by the deaf. They are geared to the words, thus enabling fluent Makaton-signers (so long as they aren't deaf) to enjoy the sense twice over. When the choral voices go into canon, so do their gestures; that livens things up a bit.

Sellars' soloists fared variously under this regime. For dramatic personality and voice-colour, the mezzo Jean Rigby (new this year, like all the principals) would seem ideal for the charismatic Christian leader - but acting-by-numbered-gestures was plainly not her natural thing. She had beautiful moments nonetheless. Though Jonathan Best revelled in his discoloured-dictator act and sang Handel's

divisions creditably, the role needs more bass weight than he owns.

As tragic Theodora, Joan Rodgers' lovely, infinitely practised soprano never seemed cramped. She is equal to anything, except shedding her air of invincible metropolitan chic - but we almost forgot that in her most eloquent passages. In the seemingly thankless role of Septimius, Didymus's anxious confidant, Paul Nilon sang with characteristic pith, style and fervour: if only his character had more to do in the action!

The Canadian counter-tenor Daniel Taylor made his British debut as young Didymus, drawn into Christian conversion. Sellars let him be more somnambulist than anybody, projecting everything through the voice alone. It is a remarkable voice, remarkably used. Pure and sweet, ascending easily to heights where "male soprano" seemed a better label than "male alto", quite androgynous, and yet never un-mannly.

**I**n this "opera", it also floated free of any dramatic urgency - detached, introspective, unmolested. That had everything to do with Daniel Beckwith's conducting of the Orchestra of the Age of Enlightenment. Every slowish number was given the full *molto adagio* treatment in 19th-century style, even when the orchestral figuration predicated something crisper, more up-tempo. Since the solo arias are all *da capo* numbers, the slow arias took up a grossly disproportionate time.

As a performance of the original oratorio, Beckwith's account was a devil's travesty. As a performance of the notional "opera" that *Theodora* contains, it was far too heavily weighted toward individual expression, starved of communal pity. If you go, be prepared to admire what the principal singers can do, at inordinate length; you'll have to imagine the rest.

*Theodora* continues in the Glyndebourne repertoire until August 24.

### Theatre/Alastair Macaulay

## Prescient wit and wisdom of Wilde

**O**scar the prophet! Every time Peter Hall's production of Oscar Wilde's *An Ideal Husband* returns to the West End, it seems marvelously topical. This time around, the tale of the prospective cabinet minister who is haunted by having sold a state secret seems particularly close to some of this year's headlines.

But no matter. Even if the play bore no parallel to the lives of current or recent politicians, it would still be worth seeing. This is the fourth time I have seen it, the third time I have seen the Hall production, and each time it both makes me laugh and sends chills down my spine. An exquisitely hard play to perform - it invariably seems to elicit some of the most vulgar acting around, and this revival is no exception - it seems actor-proof. Well-built that it seems actor-proof. Beyond actors who think that the correct way to deliver Wilde's wit is by driving like poliers from the text, each individual line into the auditorium and waiting to see where it lands; beyond the atrocious funny walks

and funny laughs of Dulcie Gray and Michael Denison as two old aristocrats; beyond even the repulsively ponderous suggestions of Martin Shaw as Lord Goring, *An Ideal Husband* looms large and beautiful, a dizzying construction of heart-break, wit, intrigue, absurdity, and dialectic about morals and ethics. Hall ensures that no point is missed. In some ways, such as the stillness with which several characters deliver important speeches, the production is finer than ever.

The story of *An Ideal Husband* concerns sleaze and blackmail, but also love and marriage. It takes the Rosenheim - the drama about how we cope with unbending idealism in our own homes - which had recently hit London in Wilde's day, and relates it into the English political milieu of Trollope's *Postmaster* novels. And it was prescient not only about sleaze but about its

own author's fate. When Wilde has Goring say that we should love people for their faults, not their virtues, he seems to be discussing in advance the ostracism that he received only a few months after the play's dazzling premiere.

**G**oring also teaches Lady Chiltern a lesson strange for us to bear today, a pre-feminist lesson about the different roles of men and women in life; and there is nothing finer in Hall's production than the part-die, part-ironic quiet with which he then repeats his lesson to her husband, only a minute later (her speech can sound like an ex-feminist suddenly converting to submissive little womanhood). The idealist is prepared to compromise; the priestess becomes a novice. At a deeper level, *An Ideal Husband* shows that most fascinat-

ing subject: a supreme wit showing the limitations and dangers of wit. This is what Shakespeare achieves in, for example, *Love's Labour's Lost*; what Congreve achieves in *The Double Dealer*; and Jane Austen in *Mansfield Park*. We see some witty, sophisticated people discomfited; and we see some serious, unwitty people win through. Wit is not enough; it must work with wisdom. The delicacy with which Wilde shows both wisdom and wit in Lord Goring is infinitely touching. He courts unpredictably from postness and playfulness to vehemence and passion.

As the dangerous Mrs Cheveley, Kate O'Mara gives the rest of the cast a lesson in how to play a witty character: lightly does it. Her deep tan and her high-density maqui-lage are all wrong, but so what? What Anna Carteret, the original Mrs Cheveley of this production,

achieved by good acting. O'Mara has simply by nature: *Jermine fatale* glamour, *fin-de-siècle* elegance. Much the same goes for Kim Thomson as Lady Chiltern: others have played this pure, cool, idealistic, demanding role with more authority and finesse, but she is simply right for it. As Sir Robert Chiltern, Simon Ward pulls the corners of his mouth down too often (his politician look) and stands around like a stuffed shirt, but his sudden outburst of pain to his wife comes with all the greater force. Victoria Hasted is still all wrong for his sister Mabel - a cheerful lower-middle-class adenoidal governess rather than a sunny, noble paragon of poised good manners - but she has grown in charm and, above all, stillness. One feels now the beating heart behind the bright surface.

Theatre Royal, Haymarket, SW1.



Martin Shaw and Kate O'Mara in 'An Ideal Husband'

## INTERNATIONAL ARTS GUIDE

### BRECON

**JAZZ**  
**Brecon Jazz**  
Tel: 44-1874-625557  
The best thing about this three-day event is its Welsh market town setting. On Friday the Benny Green Trio plays Christ College, on Saturday New Orleans trumpeter Nicholas Payton and his Gumbo Nouveau Quintet can be seen at the same venue. The Carnegie Hall Jazz Band, led by Jon Faddis, can be seen at the Market Hall on Sunday. Courtney Pine, Diana Krall, Django Bates and Jools Holland are among the numerous other attractions; Aug 8-10

### EDINBURGH

**Edinburgh International Festival**  
Tel: 44-131-473 2000  
**DANCE**  
● Fish: by the Bangarra Dance Theatre. UK debut for the Australian company and world premiere of a work which tells contemporary stories of

Australia's indigenous population drawing on ancient myths and sacred dreamings; at the King's Theatre; Aug 12, 13  
● Tharp new works by Twyla Tharp: *Sweet Fields*, danced to Shaker hymns and other American choral music, '68', and *Heroes*, with music by Philip Glass; at the Edinburgh Playhouse; Aug 11, 12, 13

### OPERA

● Macbeth: by Giuseppe Verdi (original 1847 version) - concert performance given by the Chorus and Orchestra of the Royal Opera House, conducted by Edward Downes; at the Edinburgh Festival Theatre; Aug 12  
● Pletée: by Jean-Philippe Rameau. Directed and choreographed by Mark Morris, this production - sung in French, with English superlatives - stars tenor Jean-Paul Fouchécourt in the title role, with Diana Montague and François le Roux as Junon and Jupiter. With the Mark Morris Dance Group, Royal Opera Chorus and Orchestra of the Royal Opera House. Conducted by Nicholas McGegan; Aug 11, 13

### EXHIBITIONS

**National Gallery of Scotland**  
Tel: 44-131-624 6200  
The Portrait of a Lady: Sargent and Lady Agnew. "Lady Agnew of Lochnaw" by John Singer Sargent (1856-1925) is the centrepiece of this exhibition which includes more than 20 portraits by Sargent himself - including Ellen Terry and Ethel Smyth - as well as works by his contemporaries and

memorabilia from his studio; Aug 8 to Oct 19

### LONDON

**CONCERTS**  
**BBC Proms, Royal Albert Hall**  
Tel: 44-171-588 8212  
● Evgeny Kissin: the Russian pianist gives a solo recital - a Proms Innovation - of works by Haydn, Liszt and Chopin; Aug 10  
● Georgian Folk Songs: performed by the all-male Rustavi Choir; conducted by Anzor Erkomaishvili; Aug 8  
● Jiří Bělohradský conducts the BBC Symphony Orchestra in works by Bartók, Luciano Berio, Schubert and Dvořák. With mezzo-soprano Michella DeYoung; Aug 8  
● John Eliot Gardiner conducts Beethoven's Symphony No. 9 in D minor, performed by the Orchestre Révolutionnaire et Romantique and the Monteverdi Choir. Prefaced by choral music by Schubert, with soloists including Bryn Terfel; Aug 10  
● Sir Colin Davis conducts the National Youth Orchestra of Great Britain in works by Sir Michael Tippett, Vaughan Williams and Sibelius; Aug 9

### PESARO

**Rossini Opera Festival**  
Tel: 39-721-33184  
**CONCERTS**  
● Latvian Philharmonic Chamber Orchestra: in works by Mozart, Rossini and Calkovskij; with piano soloist Massimo Lambertini; Aug 8  
● Rossini's Petite Messe

Solennelle: performed by soprano Carmela Remigio, contralto Mariana Pentcheva, tenor Juan Diego Florez, and bass Michele Pertusi. With pianist Arnold Bosman and Rosetta Cucchi, and Federica Iannella on harmonium; at the Teatro Rossini; Aug 11

### OPERA

● Il Signor Bruschino: directed by Roberto de Simone. With the Orf-Orchestra of Tuscany conducted by Corrado Rovaris; at the Auditorium di Padova; Aug 10  
● Moïse et Pharaon: presented in the version he adapted for the Paris Opera in 1827, Rossini's opera - created as Moses in Egypt in 1818 - is staged by Graham Vick. With the Orchestra of the Teatro Comunale di Bologna, conducted by Vladimir Jurowski; at the Palafestival; Aug 9, 13

### SALZBURG

**Salzburg Festival**  
Tel: 43-662-844501  
**OPERA**  
● Boris Godunov: by Velele Gergiev in a staging by Herbert Wernicke. Samuel Ramey sings the title role. Cast also includes Philip Langridge. With the Vienna Philharmonic, the Konzertvereinigung Wiener Staatsopernchor and the Slowakischer Philharmonischer Chor Bratislava; at the Grosses Festspielhaus; Aug 9, 12  
● Die Zauberflöte: by Mozart. Christoph von Dohnányi conducts a new production by Achim

Freyer. With the Vienna Philharmonic and the Konzertvereinigung Wiener Staatsopernchor; at the Felsenreitschule; Aug 8, 10, 13  
● Lucio Silla: by Mozart. Conducted by Sylvain Cambreling and directed by Peter Mussbach with designs by Robert Longo. Cast includes David Kuebler and Susan Graham. With the Camerata Academica Salzburg and the Konzertvereinigung Wiener Staatsopernchor; at the Kleines Festspielhaus; Aug 9, 12

### SANTA FE

**OPERA**  
**Santa Fe Opera**  
Tel: 1-505-886 5900  
● Ashoka's Dream: world premiere of Peter Lieberson's opera, with a libretto by Douglas Perlick. Conducted by Richard Bradshaw, in a production directed by Stephen Wadsworth; Aug 8  
● Così Fan Tutte: Kenneth Montgomery conducts Mozart's opera, sung in English, in a new production directed by Nicolette Molner and designed by Bruno Schwengli; Aug 11  
● La Traviata: Linda Brovsky directs this new production of Verdi's opera, set in the Parisian demimonde. Christopher Larkin conducts; Aug 9, 12

### SCHLESWIG-HOLSTEIN

**CONCERTS**  
**Music Festival**

Tel: 49-431-567080  
● Alfred Brendel: performs works by Busoni, Liszt, Schumann and Haydn; at the Deutsches Haus, Flensburg; Aug 13  
● Oslo Philharmonic: conducted by Mariss Jansons in works by Nordheim, Bartók and Dvořák; at the Musikhallen, Hamburg; Aug 11  
● Oslo Philharmonic: conducted by Mariss Jansons in works by Beethoven and Bruckner; at the Schloss, Kiel; Aug 12

### TANGLEWOOD

**CONCERTS**  
**Tanglewood Festival**  
Tel: 1-817-931 2000  
● Boston Symphony Orchestra: conducted by Seiji Ozawa and Lukas Foss in works by Bach, Foss and Bizet. With flautist James Galway and violin soloist Tamara Smirnova; the Shed; Aug 8  
● Boston Symphony Orchestra: conducted by Charles Dutoit in works by Berlioz, Rachmaninoff and Bartók; the Shed; Aug 9  
● Boston Symphony Orchestra: conducted by Charles Dutoit in works by Ravel, Rouse and Haydn. With cellist Yo-Yo Ma; the Shed; Aug 10

### ZURICH

**EXHIBITIONS**  
**Kunsthaus Zürich**  
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Birth of the Cool: wide-ranging survey of American art in the latter half of this century. Among the artists represented are Georgia O'Keeffe, Jackson Pollock and Andy Warhol; to Sep 7

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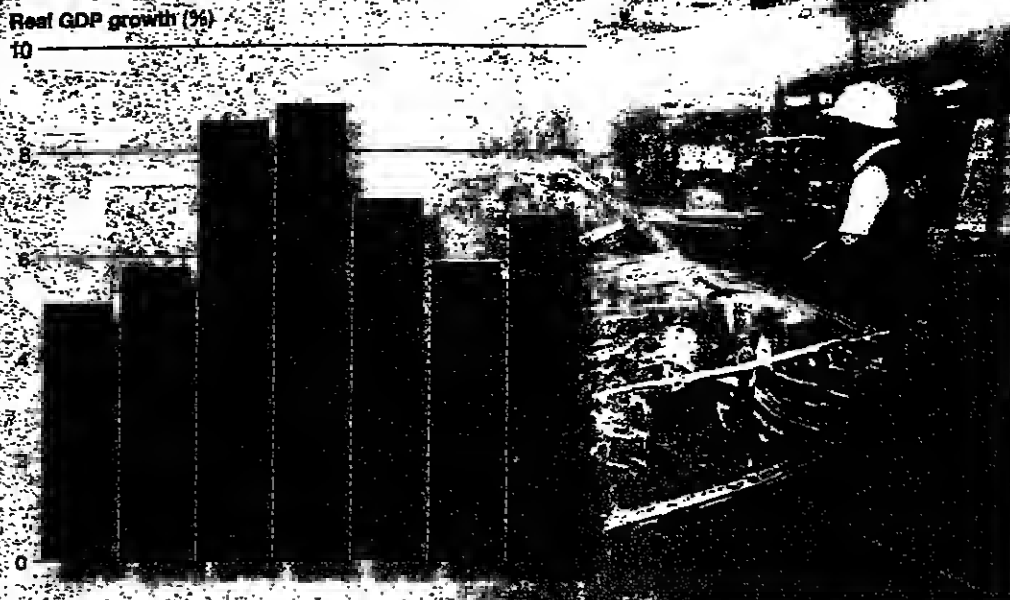


COMMENT & ANALYSIS

# A Korea change

The crisis hitting big business is also an opportunity for fundamental reform, argues John Burton

## Constituents of a crisis



Real GDP growth (%)

Source: Datastream/OCI Office of Bank Supervision

short-term capital from other financial institutions to service their debts. But they have had problems here too. Short-term lending institutions have been quick to call in loans because they are not backed by collateral, unlike those made by commercial banks. This proved fatal for the Jinro liquor group, another of the *chaebol* to go bust.

The tougher lending policy is supported by economic reformers in the government, including Mr Kang, who became finance minister after the Hanbo collapse.

"What has happened would have been unimaginable just a year ago," says Mr Richard Wallace, head of equities at Dresner Kleinwort Benson in Seoul. "The access of the *chaebol* to financing is becoming difficult as the government breaks the close link between the banks and the *chaebol*. It shows the government is concerned about corporate gearing and economic efficiency."

Nonetheless, the new policy has put the banks and government in a quandary. Allowing companies to collapse will increase the bad-debt burden on banks, threatening their international credit ratings. The value of their collateral, mostly property, may fall as the *chaebol* rush to sell land to raise capital.

Commercial property prices have declined 10-30 per cent in the past two to three years and should drop another 30-40 per cent this and next, estimates Dongbang Peregrine Securities in Seoul.

This has increased pressure on the government to intervene to rescue several heavily exposed big banks. The government and banks recently gave threatened companies such as Kia a temporary reprieve, freezing debt payments for two to three months in the hope that the economy would recover and help improve their fortunes. This appears to be merely a doubtful stop-gap measure.

But the government has so far resisted the widespread calls to bail out Kia and the other troubled *chaebol* with state subsidies as has been done in the past. "People's way of thinking and the system of management must be changed," says Mr Kang. "In doing so, the process should entail pain and require endurance to break established frameworks."

More pain is likely since the economy looks set to stay sluggish while the country tries to restructure the corporate and banking sectors. But the outlook is not entirely bleak. Korea could avoid asset devaluation by creating one or more "bad banks" to manage the gradual disposal of property and industrial assets as has been done in the US, Japan and Sweden. Opening the closed bond market to foreign investors would provide a new source of capital for Korea's healthy companies, while improving financial discipline for the rest.

As the economy slows and business problems mount, such reforms are becoming urgent. They help underscore the finance minister's message. "Changes and restructuring are not a matter of choice, but a matter of survival."

## FINANCIAL TIMES

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Friday August 8 1997

# India makes haste slowly

The Indian government's decision to drop the bill paving the way for liberalisation of its insurance market is a blow for the international industry, and for wider hopes of opening the financial sector to competition. It is a setback for those seeking a global deal on liberalising financial services through the World Trade Organisation. It is also a stark demonstration of the political weakness of the coalition government in Delhi.

The Indian insurance industry has been a state monopoly since 1973, when Mrs Indira Gandhi nationalised the non-life sector. Life insurance has been state-controlled since the 1950s. It is inefficient, unimaginative and expensive. Claims are hampered with red tape, and processed at snail's pace. The industry has also failed to stimulate the level of domestic savings needed to finance the huge infrastructure investments required for faster economic growth. It is in urgent need of liberalisation.

Yet even the very modest first step in that direction proposed by Mr P. Chidambaram, the finance minister, has been halted. He is calling for the private sector, including joint ventures with foreign partners, to be allowed to offer health insurance and, to a limited extent, pensions. The move was blocked by an unholy alliance of the Communists and the Hindu

## UPS on strike

It is tempting to see the dispute between United Parcel Service and workers represented by the International Brotherhood of Teamsters as the beginnings of an inevitable clash between the forces of the new US economy and old organised labour. But even with unemployment at its lowest level since 1973, it remains difficult to find other indications of workers' wielding real market power.

Although UPS profits have been buoyant, workers have been denied full-time employment, according to Teamsters, and part-timers, accounting for 60 per cent of the workforce, are paid as little as half of the full-time wage. The union has certainly tapped a rich vein. The picture of part-timers denied their slice of the American dream has great resonance with disaffected blue collar workers across the US. Wage inequality, having risen markedly over the last 20 years and real wages having declined for those at the bottom, charges of corporate greed strike a powerful note.

UPS responds that the growth of part-time employment reflects the need for large numbers of people to work relatively short shifts, in accordance with its express delivery schedules. In the face of strong competition, flexibility is essential, and the union itself agreed to the two-tier pay system in an earlier contract. Many UPS employees, who receive far greater benefits than part-timers in most other companies, do not want full-time jobs.

## Algeria's trauma

It is shocking that the army-backed Algerian government feels under no obligation to explain to the world, let alone to its own citizens, how and why dozens of villagers are being slaughtered almost daily only an hour's drive from Algiers. It is equally shocking that western governments appear content to be kept in the dark.

In one of the worst waves of killings in Algeria since the outbreak of the conflict in 1992, at least 700 civilians have died in the past two months in brutal massacres. The government has kept silent, allowing the news to filter through sometimes dubious reporting in local newspapers, which blame all killings on Islamist extremists.

But a recent massacre reported to have been carried out within 50 metres of army barracks has raised questions about the government's determination to bring an end to the violence. There are also suggestions that Islamist extremists' attacks on villages are mixed with acts of banditry, feuds among extremists and reprisals by civilian self-defence militias. A main pillar of the government's fight against opposition militants has been to arm civilians in rural areas while the army carries out operations against Islamist groups in nearby mountain hideouts. This has exacerbated the violence

A quiet revolution is under way in South Korea. It is coming about in response to the past dreadful year for Korean business. Three of the top 30 *chaebol* (conglomerates) have collapsed. The Kia car group, the largest of the 30 to run into trouble so far, is teetering on the edge and others are expected to follow. The result, paradoxically, could shift power away from government to business.

For the problems are more than just corporate: they are related to the way in which Korea is run. For decades, the government encouraged the *chaebol* to expand in order to fulfil its ambition of making Korea a great industrial power. At the same time, the family founders exercised enormous sway over the companies, paying scant attention to shareholders. They built up huge *chaebol* on a foundation of debt, financing excessive production capacity and reckless expansion into new businesses.

This worked well enough as long as Korea maintained extraordinarily high growth rates - of 8 per cent or more. The firms could easily service their bank loans out of fast-growing sales. But the economy is now slowing down. This year, estimated growth in gross domestic product will be about 6 per cent. That may sound wonderful to westerners, but it spells trouble for Korea's *chaebol* whose survival is geared to much higher rates of expansion.

With their sales growth slowing, the *chaebol* have had to go to the banks for their capital needs. But the banks are themselves affected by the economic slowdown which has increased the burden of non-performing loans. A tougher attitude by ailing banks on lending to troubled corporate clients has added to industry's problems.

The result is that Korea could face a prolonged slump, as in Japan. If that happens, business investment would be curbed as industry restructures and banks adopt more prudent lending policies. Consumer confidence would be dented as job cuts rise. There are fears that asset prices may fall dramatically as struggling *chaebol* are forced to sell their property, businesses and equity holdings.

But the current troubles contain a ray of hope. They are forcing Korea finally to get to grips with fundamental economic weaknesses. Because of its involvement in the expansion of *chaebol*, the government will be deeply affected by the crisis, which will force changes in the way the economy is managed. Heavy state regulation and official meddling in lending decisions is likely to be eased. Capital allocation will become less distorted as financial markets are opened to foreign investors. Industry will undergo a painful, but necessary, rationalisation.

"We had not been fully prepared for the changes we are experiencing for the first time in our economic development," says Mr Kang Kyong-shik, the finance minister. "We mistakenly see the opportunity for change as a crisis."

Kia, the nation's eighth largest conglomerate, exemplifies the problems confronting the country. "Kia has a solid business in its car division, but it has been

bled white by its expansion into unprofitable ventures, such as steel and construction," says Mr Henry Morris, a managing director at Corgo International (K.K.), a Korean investment group. "The same is true for most Korean *chaebol*, which have sacrificed good core industries for reckless diversification."

This reflects Korea's corporate culture, which emphasises company size and market share rather than profits. The *chaebol* compete intensely to create self-sufficient industrial fiefdoms producing everything from computer chips to container ships.

Corporate expansion has been encouraged by the government as it sought to build an east-Asian powerhouse to rival Japan. Kia and other carmakers, for example, received soft loans to build factories as part of a state-sponsored effort to create the world's fifth-largest car industry.

Korea has achieved that goal, and is now producing nearly 4 million vehicles a year. But the cost has been painful. "Kia's troubles are the result of what many observers have warned for years," says Mr Andrew Card, head of the American Automobile Manufacturers Association. "Korea's large expansion in a glutted global market carries risk for the Korean car automotive industry."

Earnings for carmakers were squeezed as sales stagnated in a saturated domestic market, forcing them to offer 30-month interest-free loans to reduce inventory. Although exports have climbed, they are barely profitable.

The story is the same for many of Korea's biggest industries, including semiconductors, steel, petrochemicals and ships. A boom in industrial investment in 1994-95 has left the country with excess capacity and the *chaebol* with huge debts.

The average debt burden for the top 30 conglomerates is more than four times equity. In Kia's case, its debts of \$10.7bn (\$6.5bn) are more than five times equity. Half of these debts are borne by its ailing commercial vehicle, steel and construction units, which pulled the group into a net loss of about \$140m last year.

Servicing those debts has become more difficult in the past year. Domestic sales have been sluggish and increased competition has driven down world prices in almost all export industries. Korean chipmakers, for example, suffered a 90 per cent fall in earnings last year because of a glutted global market caused by their own rapid expansion.

Moreover, the *chaebol* can no longer depend on easy access to

new loans from the banks and other financial institutions to roll over their debts. The banks traditionally have been under government pressure to lend to industrial projects, many of questionable economic value. This has left the six main banks with more than Won20,000bn in loans that account for 14 per cent of their total lending, according to a recent estimate by a presidential commission on financial reform.

Struggling for survival, the banks finally declared they had enough of state guidance on lending policy. An important test came earlier this year when the Hanbo steel group demanded new loans. With the government of President Kim Young-sam weakened by political turmoil and corruption scandals, banks refused more money to the state-favoured company.

"We had it up to here with lending to Hanbo," says a senior official at Korea First Bank, Hanbo's biggest creditor. "We told the government if they had confidence in the steel company, then it should use public money to support it." Hanbo collapsed in the first of a string of bankruptcies.

With their commercial-bank lending becoming restricted, companies sought to raise

## OBSERVER

### Sunny side down under

Australia's international image has been a bit overcast recently. First came right-wing MP Pauline Hanson, who's been broadcasting her strident views on immigration around the globe, then last month's leaked foreign ministry briefing document - offering less-than-flattering opinions of the country's smaller neighbours.

Now prime minister John Howard is trying to repair the damage. He's set up an "Images of Australia" taskforce - a group of heavyweight diplomats who will be trying to counter any impression that the country is populated by plain-speaking xenophobes. But they won't be pushing the sea-and-sunshine image usually presented to tourists; officials say the taskforce will "present Australia as a sophisticated, technologically advanced and culturally diverse nation".

There's a special charm offensive lined up for Asia amid fears that inward investment could start to suffer unless something is done. There's already been sharp falls in the number of Asian students enrolling at Aussie seats of learning since Hanson - a former fish and chip shop owner

arrived on the political scene last year. With the government now turning up the heat, she could be in for a battering.

### Mass movement

So who's responsible for organising the Pope's visit to France later this month? First the Catholic Church chooses August 24 to hold a mass to celebrate the papal visit; that just happens to be Saint Bartholomew's Day, or the anniversary of the 1572 massacre of French Protestants.

Now the Vatican has authorised an intriguing choice of professionals to co-ordinate the gathering, which is expected to attract up to 800,000 worshippers. Their previous assignments include organising the bicentenary celebrations of the French Republic - not a good day for the Church of Rome - and several Gay Pride rallies. Talk about catholic tastes.

### Body double

Marlon Barry may have been stripped of most of his powers - but Washington's controversial mayor will continue to run the public libraries, the recreation department and the tourism office. To protect him in these labours, he's keeping his full team of 31 bodyguards - the

most of any US mayor.

When the city council tried to trim this phalanx back in April, Barry strongly resisted. Although it costs the near-bankrupt city \$1.2m a year, aides said the mayor receives "stacks" of threatening letters. So in a city where diplomats and politicians travel alone - or with an aide or two for company - Barry maintains his entourage.

The threats now are being made against the tough new regime put in place by Congress to improve the city's management. Most Washington residents reckon the city should keep its old "home rule" powers and black activists have warned of civil unrest.

Not discouraging them in the least yesterday was Barry. "Democracy has been raped, and we intend to try to do something to the perpetrators of the rape," he declared.

### Earth movers

Only a few weeks ago the Japanese government accepted that trying to predict earthquakes is well-nigh impossible. But that hasn't stopped an official panel of seismologists from saying that there's a quake on the way along a fault in western Kanagawa Prefecture, near Tokyo. After extensive geological tests, they've concluded that a big one

is coming - anything up to a magnitude of eight on the Richter scale, they say.

But before residents start packing their bags and rushing out for emergency supplies, it's worth noting that the experts aren't being too precise; their firmest prediction is that a quake will hit "some time in the next few hundred years". Those with sense are sticking to traditional methods of predicting doom - like watching out for unusual behaviour in catfish.

### Non-person

Negotiators in Bonn this week trying to thrash out ways of cutting greenhouse gas emissions didn't manage to agree on very much - even who'd sit on what committee. So much so that Argentinian Raul Estrada-Oyuela, who chaired the talks, has decided to do away with committees altogether; instead he's set up a series of "non-groups".

The meeting's closing statement refers to a "non-group" on compliance measures and another "non-group" on implementing existing government commitments. Estrada-Oyuela isn't saying exactly what a "non-group" entails - but he says it saved a lot of "useless discussion". Anything to cut down on hot air.

## Financial Times

### 50 years ago

Congress Urged To Meet  
Washington: Reliable reports here tonight indicate that Mr George Marshall, US Secretary of State, has been urged that a special session of the US Congress this autumn would be the best, and perhaps the only, hope of America being able to give positive aid to Britain and other European countries. This coincides with warnings from influential Congressmen that there could not and must not be any amendment of the American loan to Britain provisions without Congressional assent. It appeared likely that high British officials would be arriving shortly for what the Americans call "loan modification" talks and which the British describe as "general dollar discussions."

France Impressed By Plan  
The measures announced yesterday and the present crisis in Britain are widely commented on by the French Press, reflecting the strong impression created in France by the Labour Government's emergency programme. According to some commentators, the British and French problems have the same origin - exaggerated State control, costly and inappropriate nationalisation measures, insufficient output and working hours.







# FINANCIAL TIMES COMPANIES & MARKETS

Friday August 8 1997

Week 32

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## IN BRIEF

### Veba earnings up 7% in first half

Veba, the Düsseldorf-based industrial conglomerate which plans to list in New York in October, lifted pre-tax income in the first half by 7.1 per cent to DM1,788m (\$865m). The result was bolstered by strong advances in the company's oil division. Page 20

**LME chief issues warning to members**  
The head of the London Metal Exchange has warned LME members to conduct an orderly market. The warning was taken as a veiled reference to fears that the market has been manipulated, leading to equities and price jumps in zinc and aluminium. Page 26

**US biotech group clones calf**  
ABS Global, the US cattle-breeding and biotechnology company, announced it had successfully cloned a bull calf using primordial stem cells from a 30-day-old calf fetus. Page 22

**Schering expects 20% rise in earnings**  
Schering, the German pharmaceuticals group, said full-year earnings could rise by as much as 20 per cent after registering strong growth in profits in the first half. Page 20

**Swire Pacific up 8.5% at half-year**  
Swire Pacific, the Hong Kong conglomerate, posted an 8.5 per cent increase in interim net profits to HK\$3.31bn (US\$427m). The group's property interests were lifted by growing rental incomes and higher sales prices. Page 21

**Metals cautious after strong half**  
Metals-Seria, the Finnish forestry group, more than doubled first-half profits to FIM716m (\$128.2m), but was cautious about prospects for the rest of the year. Page 20

**Sara Lee profits up 10% at \$1bn**  
Strong growth in its packaged meats and food service businesses helped Sara Lee, the US food and consumer products group, post a 10 per cent increase in full year profits to \$1bn. Page 23

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Chief price changes yesterday		
FRANKFURT (DEM)		
Rieser	230.5	+ 12.5
Adidas	625	+ 35
Holmann	705	+ 25
Kendall	86.9	+ 4.4
RWE	428.5	+ 12.0
SAP AG	790.5	+ 22.5
NEW YORK (\$)		
China East Air	253	+ 34
China West Air	614	+ 154
Power H	92	+ 154
Palmer	154	+ 22
Holly-Horn	116	+ 46
Shell Corp	516	+ 64
LONDON (Pence)		
Rieser	276	+ 10
Adidas	1447	+ 120
Holmann	141	+ 18
Robert Walters	255	+ 30
Palmer	374	+ 34
Int'l Health	340	+ 304
TORONTO (C\$)		
Rieser	36	+ 3
Macdonald Int'l	34.0	+ 3.0
Macdonald Int'l	11.5	+ 1.0
PLD Telecom	8.75	+ 0.05
Palmer	10.75	+ 2.00
Foremost Inds	5.00	+ 0.45
Pat Vals Can	5.00	+ 0.45
PARIS (FFr)		
Rieser	418.0	+ 11.4
Adidas	365	+ 15
Cap Gemini S	541.2	+ 16.2
Dafnis Mag Co	117.3	+ 12.3
Lafarge	448.4	+ 10.4
Unilever Int'l	434.9	+ 29.9
HONG KONG (HK\$)		
China East Air	276	+ 25
China West Air	240	+ 25
Power H	222	+ 25
Palmer	240	+ 25
Holly-Horn	240	+ 25
Shell Corp	241	+ 24
HONG KONG (HK\$)		
Rieser	14.7	+ 0.7
Adidas	54.75	+ 4.75
Holmann	9.75	+ 0.35
Robert Walters	29.55	+ 1.30
Palmer	7.40	+ 0.15
Int'l Health	8.60	+ 0.45
HONG KONG (HK\$)		
Rieser	38.00	+ 3.25
Macdonald Int'l	33.5	+ 3.0
Macdonald Int'l	33.25	+ 3.00
PLD Telecom	45	+ 5
Palmer	45	+ 5
Foremost Inds	66.5	+ 5.5
Pat Vals Can	66.5	+ 5.5

New York and Toronto prices at 12:00.

## DuPont buys stake in Pioneer

### Agricultural R&D venture to follow

By Nikkai Tait in Chicago

DuPont, the US's largest chemical company, announced yesterday that it is investing \$1.7bn in an eventual 20 per cent stake in Pioneer Hi-Bred International, the Iowa-based agricultural technology group. The two companies will also set up an equally owned joint venture to be called Optimum Quality Grains. This will bring together DuPont's agricultural products' quality grains unit and Pioneer's nutrition industry business, both of which are based in Des Moines.

Shares in Pioneer surged on the news, gaining 16 1/4 - 21 per cent - to \$22 1/2 yesterday morning.

DuPont and Pioneer say the alliance will create one of

world's largest agricultural research collaborations, with the two companies investing a combined \$400m in agricultural R&D next year. Part of that will support the new joint venture directly, notably in areas such as the genetic modification of corn, soybeans and oilseeds - research aimed at improving the crops' yield potential.

Both have been developing proprietary technologies in this field, with DuPont citing its "Optimum" high-oil corn and high-oleic soybeans, and Pioneer its work on low linoleic soybeans and high-oil corn and sunflowers.

Some of the \$400m will continue to be invested by the two companies separately, but Mr Charles Holliday, DuPont's executive vice president, said they would look for other collaborative areas.

The merger is aimed at integrating "DuPont's recognised strengths in material sciences and biotechnology with Pioneer's global strength in corn and oilseed genetics," according to Mr John Krol, DuPont's chief executive.

DuPont will invest in Pioneer's stock at \$104 a share and take two seats on the company's 15-man board. This will initially give it a 16 per cent

stake in Pioneer, which will use the funds received to buy back its own stock, lifting DuPont's holding to 20 per cent.

The deal also includes a 16-year standstill and corporate governance agreement, pegging the DuPont stake at 20 per cent unless both companies agree to waive this.

DuPont says the deal means that it will take a non-cash charge to earnings as an accounting write-off for R&D work in process. This is not expected to exceed \$1bn. Thereafter, it expects a modest earnings dilution in 1998, but of no more than 2 per cent.

The company stresses that its crop protection products, which are also part of the Delaware-based DuPont Agricultural Products division, will not form part of the alliance.

Pioneer, which is listed on the New York Stock Exchange, is one of the leading suppliers of hybrid seed and has more than 40 per cent of the hybrid seed corn market in North America. Hybrid seed corn and soybean seed account for most of its annual revenues, which run at just under \$2bn, and for most of its profits.

About two thirds of its business revenues come from North America and the remainder predominantly from Europe - although it also has interests in developing regions, including Asia.

## Fuji TV's share debut expected to impress

By Gwen Robinson in Tokyo

Today's listing on the Tokyo stock market of Fuji Television Network, one of Japan's five national commercial broadcasters, is being watched as an indicator of investor interest in Japan's nascent digital satellite broadcasting industry.

Earlier this year Fuji TV announced it would join Mr Rupert Murdoch's digital satellite broadcasting venture Japan Sky Broadcasting (JSkyB), along with Sony and Softbank, the software group.

The company's listing is the first in nearly four decades by a Japanese television network, and analysts have high expectations for the stock's debut.

Many predict the shares could soar to ¥700,000 on their first day of trading, against an initial public offering price of ¥550,000 set late last month.

Some foreign brokers, however, have advised investors to hold off if the shares open sharply higher than the offer price. They caution against inflated expectations of Fuji TV's entry into digital satellite broadcasting, as profits from the JSkyB venture may take some time to boost the broadcaster's earnings.

Mr Hisashi Ikeda, company president, said he hoped the satellite broadcasting business would contribute to Fuji TV's results but stressed that many details of the new venture had yet to be decided.

In May, Fuji TV warned that profits in the year to March would be affected by costs related to its recent move to new premises in Tokyo, but said steady growth would resume the following year. However, analysts said the initial investments required for Fuji TV's participation in JSkyB could slow profit growth for two to three years.

The company's IPO was one of the largest in Japan this year, and raised more than ¥100bn (\$841m) through an initial auction of 116,000 shares on July 29 plus subsequent fixed-price offerings of another 114,500 shares.

Observers said the issue price was low, given the popularity of the shares.

They suggested Yamachi Securities, which lead-managed the issue, tried to keep the price substantially below the lowest successful bid price of ¥588,000.

## Barclays posts 11% profits rise

### Bank plans to buy £400m of its own shares and increase dividends

By George Graham, Banking Correspondent

Barclays, the UK bank, yesterday announced plans to buy in another £400m (\$652m) of its own shares and step up its dividends as it beat market forecasts with an 11 per cent improvement in first-half operating profits to £1.33bn.

Its share price climbed by 120p to £14.47p yesterday, up 9 per cent in a day and 13 per cent in the last two days.

Barclays has already bought back £250m of shares this year and it forecast in February that it would have room for £500m of repurchases over the whole year.

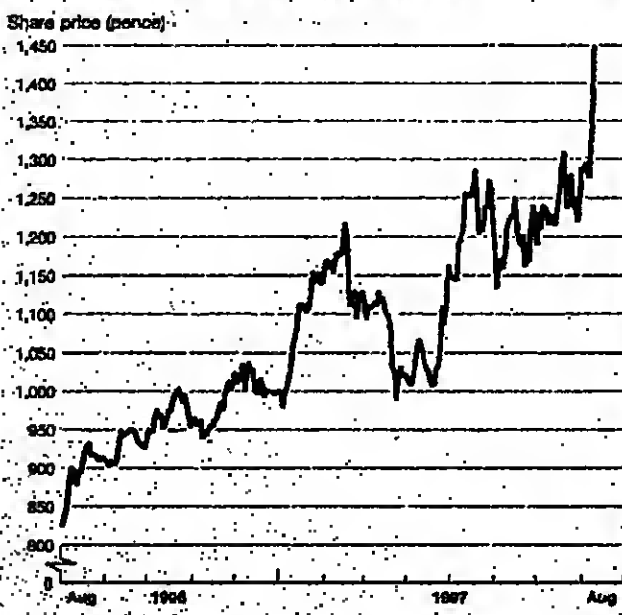
But Mr Martin Taylor, chief executive, said: "We now think we may have scope to do another £400m or so, making £700m over the year."

Mr Taylor's optimism was based on a strong first-half performance by Barclays' personal and business banking units and a partial recovery by its BZW investment banking subsidiary.

Even after a £106m hit from tax changes in last month's budget, pre-tax profits in personal banking rose 14 per cent to £394m and in business banking by 18 per cent to £330m.

BZW reported profits of £124m, down from £148m in

### Buoyant Barclays surges higher



the same period a year ago, but a substantial improvement on the second half last year when a radical reorganisation pushed profits down to £42m. Asset management profits rose 48 per cent to £48m, while International and private banking remained broadly flat at £115m.

Announcing a 17 per cent increase in the interim dividend from 11.5p to 13.5p, Mr Taylor said Barclays could pay out more in future if inflation stayed low.

"Looking forward we have considerable scope for the dividend to increase," he said.

Mr Michael Lever, banking analyst at HSBC James Capel,

said the dividend outlook was one of the main reasons for the increase in Barclays' share price yesterday.

While Barclays' share price has outperformed that of its most comparable rival, National Westminster Bank, it has lagged behind the rest of a sector which has been dragged upwards by the spectacular advances of Lloyds TSB and HSBC Holdings.

Investors have been wary about Barclays' involvement in investment, but Barclays said yesterday that BZW had posted a 12 per cent return on capital in the first six months of the year.

That is lower than the 24 per



Barclays' Martin Taylor (left) and Andrew Buxton

cent return for the whole group, and lower even than its long-term target of 15 per cent. But Mr Taylor said it was close to covering its cost of capital. Group net interest margin rose from 3.24 per cent a year ago to 3.47 per cent, despite pressure on margins in most individual business segments.

Credit quality, however, remained exceptionally strong. Net new provisions for bad and doubtful debts fell from £148m to £90m, or 0.1 per cent of average loans, helped by releases of earlier provisions.

That included £25m on the sale of part of Inury, the troubled property company Barclays took over at the

depths of the last recession. Even Barclays' longest-running headache, the rump of its French banking and property business, came close to breaking even, losing just £2m compared with £53m a year earlier.

Budget tax changes cost Barclays £28m on its life assurance fund and £77m on finance leasing, as well as £20m on the valuation of its equity derivatives book.

Even after that, earnings per share rose from 55.3p to 59.2p, helped by the fact that Barclays has bought in £1.25bn of shares over the last two years.

Lex, Page 18

## Poor interim results knock 3 per cent off Shell shares

By Robert Corzine in London

Shares in Shell Transport and Trading closed about 3 per cent down yesterday after publication of a surprisingly poor set of interim results from the Anglo-Dutch oil group.

A "disappointing" performance by the chemicals division and adverse currency movements were behind a 4 per cent fall in second quarter profits to £1.14bn (\$1.85bn), and a 1 per cent fall in half-year earnings to £2.68bn.

The results were in sharp contrast to the buoyant profits reported earlier in the week by British Petroleum.

Shell's share price rose strongly before yesterday's results in the expectation that it too would report a buoyant performance, but it closed in

London last night down 14 1/4 at 458p. Mr Mark Moody-Stuart, who took over last month as chairman of Shell Transport and Trading, the group's UK arm, said a decision to concentrate 70 per cent of annual chemical plant maintenance in the second quarter "was not very smart".

It caused second quarter chemical earnings to plummet 38 per cent to \$8m from a year earlier. Start-up costs at a new plant in Singapore and a lag in price rises for some chemicals also hit earnings.

But Mr Moody-Stuart said he was unhappy at the way the company dealt with such "special" problems.

The strength of Sterling also took a heavy toll on earnings in the quarter. Currency exchange losses totalled

£117m. Executives noted that their European chemical companies which use the D-Mark "had to make 21 per cent more profits this year just to stand still" in Sterling terms.

The company's holdings of cash and liquid investments were also hit. The cash pile fell by £1.2bn to \$5.9bn, but executives said the money had only been re-classified.

Crude oil production rose by only 1 per cent for the half-year, while natural gas sales were down by 5 per cent.

Capital expenditure is also expected to increase in the second half.

The return on capital employed for the year to June 30 was 11.5 per cent, still below Shell's target of 12 per cent and well below the industry average of about 15 per cent.

## Ringgit's slide dents Proton

By James Kyng in Kuala Lumpur

Earnings at Proton, the maker of Malaysia's national car, will be hit by the depreciation of the ringgit against the Japanese yen. Mr Mohammed Saleh Sulong, the company's chairman, said yesterday.

The warning was one of the first acknowledgements by a Malaysian corporate leader that the ringgit's decline against the US dollar and other main currencies was affecting results. It also demonstrated Proton's heavy dependence on components imported from Japan.

Mr Saleh said Proton's profits would grow this year, but not at the steep 126 per cent rate achieved in the year to

last March 31, when pre-tax profits jumped to M\$1.03bn (\$90m).

Proton buys most of its engines from Mitsubishi Motors, the Japanese car producer which has a big equity stake in Proton. About 20 per cent of Proton's costs are denominated in yen. The Japanese currency has risen about 7 per cent against the ringgit this year. The yen's depreciation by about 13 per cent last year was an important factor in Proton's profits surge.

Other complex components which Proton buys locally contain parts from Japan. Although Proton does not directly bear the cost of these, industry analysts said the yen's climb would complicate a campaign to cut the price at

which Proton buys parts from local suppliers.

The adverse currency movements coincide with a slowdown in car sales and a loss of domestic market share for Proton.

"There is a general consensus that in the second half of the year, the economy is becoming harder," said Mr Saleh.

In May, Proton's market share fell to 60 per cent, compared with 65 per cent for last year and a peak of 74 per cent in 1993. Mr Saleh said the drop in market share might be temporary. "It is not time to push the panic button."

Exports may turn out to be a bright spot. Mr Saleh said distributors abroad would find it cheaper to buy Protons following the ringgit's depreciation.

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Credit Agricole Indosuez	Creditanstalt-Bankverein
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ING Bankings	National Westminster Bank Plc
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Banks	
Deutsche Bank Luxembourg S.A.	Banca Commerciale Italiana - London Branch
Bank Austria Aktiengesellschaft	Bankers Trust Company
Bayerische Landesbank Girozentrale	Bayerische Vereinsbank AG
BBL Ireland	Citibank
Commerzbank International S.A.	Credit Agricole Indosuez
Creditanstalt-Bankverein	Dai-ichi Kangyo Bank (Deutschland) AG
Dresdner Bank Luxembourg S.A.	ING Bankings
National Westminster Bank Plc	Societe Generale
Agent	
Deutsche Bank Luxembourg S.A.	

Deutsche Morgan Grenfell



# Metsä surges but cautions on sector

By Greg McIvor in Stockholm

Metsä-Serls, the Finnish forestry group, more than doubled first-half profits, but yesterday cautioned about a hoped-for rebound in the sector during the rest of the year. Pre-tax profits rose from FM333m to FM716m (\$128.2m), including a FM404m gain from share sales. Excluding non-recurring items, profits after financial items advanced from FM223m to FM306m.

Mr Jorma Vaajoki, chief executive, attributed the advance to bet-

ter productivity and internal cost-efficiency measures, rather than any improvement in the market.

He played down hopes of a rapid recovery in the industry, which has been hit by weak prices since late-1995, saying the group was prepared only for a "possible gradual improvement" during the second half of the year.

Metsä's profits beat analysts' expectations and its most-traded B shares gained FM0.80 to FM48.80.

Mr Vaajoki's comments contrasted with those of Stora, the Swedish group which delivered a

hullish assessment of future demand and prices when it reported half-year results this week.

Metsä said its paper delivery volumes rose 73 per cent, but most of the increase was from investments and acquisitions. Group turnover advanced 18 per cent from FM7.4bn to FM8.8bn.

Demand for coated magazine paper, a key grade, grew almost 30 per cent in western Europe, and Metsä's deliveries rose 28 per cent.

However, prices in foreign currencies fell until June, when there

was a modest strengthening. Prices are still more than 20 per cent lower than the same time last year.

Capacity increases depressed prices of coated fine papers, which were about 5 per cent lower in the first half compared with last year. Metsä said prices of wood pulp, the key ingredient of paper, would have to rise before prices could be increased.

Metsä's operating profits in paper climbed from FM47m to FM61m. Packaging was the most profitable unit, with operating profits rising from FM266m to FM326m

on sales up from FM2.6bn to FM2.8bn.

The improvement reflected an 8 per cent increase in European demand for folding boxboards, although average prices in markets were slightly lower.

Metsä said it was considering listing its tissue division on the Helsinki stock exchange. The company said it would retain a majority interest and the move would strengthen the unit.

The division's operating profits were flat at FM75m. Sales slipped from FM294m to FM291m.

## Ispat shares rise on debut

By Vincent Boland

Shares in Ispat International, the steel company owned by the entrepreneur Mr Lakshmi Mittal, opened at \$29.75 in their first day of trading yesterday on the New York Stock Exchange.

They were priced at \$27 in an international public offering.

The shares were also listed in Amsterdam, where they opened at Fl61.20 and closed at Fl62.30.

This compares with an offer price equivalent to Fl57.15.

The offer was at the top end of the \$26-\$27 range set by joint global co-ordinators Donaldson Lufkin & Jenrette and Credit Suisse First Boston.

It valued the initial public offering at \$675m and Ispat at \$3.4bn.

The range had been raised this week from \$22-\$26, reflecting strong investor interest.

The size of the offering was also increased, from 19.25m shares to 25m shares.

Mr Mittal sold 9m shares, valued at \$243m, and retains a stake of about 80 per cent. An additional tranche of 8.75m shares may also be exercised in a greenshoe option.

## ABB lifts order book intake 14%

By William Hall in Zurich

ABB, the international electrical engineering group, hunkered the slowdown in its western European home market by lifting its order book intake 14 per cent to \$20bn in the first half of 1997.

The surge in orders, which rises to 21 per cent when translated into local currencies, is the first sign that Mr Goran Lindahl, the new chief executive, is adopting a more aggressive approach to winning business than his predecessor, Mr Percy Barnevik, who remains company chairman.

ABB said the rise in the order backlog was driven by strong growth in large projects and increased demand from emerging markets.

Orders received in power generation, which has been one of ABB's problem areas, rose 14 per cent to \$5.6bn.

and power transmission orders rose 29 per cent to \$5.5bn.

Mr Lindahl, who took over as chief executive at the start of the year, said ABB had increased its market share.

He had only three messages for his worldwide staff of 215,000: "Sell, sell more, and sell even more." He said he was pleased that the order intake had topped \$10bn for two consecutive quarters, and was not going to be deflected in his marketing drive by criticism by environmentalists of the company's involvement in controversial projects such as Malaysia's Bakun dam.

He was confident the Bakun project would go ahead as planned and was hopeful that ABB would win a share of the contract for China's Three Gorges project, due to be announced next week.



Goran Lindahl: not put off by environmentalists' criticism

Nevertheless, Mr Lindahl stressed that the bid for extra volume had not been at the expense of margins.

Although the company does not give divisional profit figures at the halfway stage, Mr Lindahl indicated there had been a turnaround

in the power generation side, where profits fell 40 per cent last year.

The strength of ABB's order intake contrasted with a slight decline in first-half revenues to \$15.2bn and a 2.3 per cent rise in net income to \$567m.

The profits were marginally less than analysts' expectations, but a large part of the shortfall was the result of movements in the US dollar.

ABB, jointly owned by Swiss and Swedish parent companies, said its net income in local currency terms rose 12 per cent.

The strength of the dollar, by contrast, had a positive effect on the earnings of its parent companies. ABB AB, the Swedish holding company, increased net income per share by 12 per cent to SKr2.26, while ABB's Swiss parent increased its earnings per share by 22 per cent to SFr45.40.

ABB is sticking to its forecast that its 1997 net income will reach last year's level of \$1.23bn. ABB's shares, which have underperformed the Swiss market this year, rose 2.3 per cent to SFr2.266 yesterday.

## Oil earnings bolster Veba interims

By Ralph Atkins in Bonn

Veba, the Düsseldorf-based industrial conglomerate which plans a New York Stock Exchange listing in October, lifted pre-tax income in the first half of the year by 7.1 per cent to DM1.748bn (\$935m), helped largely by strong advances in its oil division.

Veba gave no divisional breakdown of profits but

said oil earnings improved "appreciably" because of the stronger dollar and higher prices, which helped exploration and production activities. Profits were also helped by improvements in its transport, trading and services division, although the group said construction-related business units in the division had "not yet met... our expectations".

Earnings from the chemicals division remained "well below" the previous year. Improvements in specialty and performance chemicals failed to offset declines in basic chemicals and silicon wafers, used in the semiconductor industry.

Overall results were in line with analysts' forecasts and the shares ended up DM1.40 at DM112.70. Veba was confident earnings growth for the full year

would be "at least of the same magnitude" as in the first half. Sales in the first half rose 8.5 per cent to DM39.1bn, with oil division revenues up 14.1 per cent. Chemicals sales rose by only 2.9 per cent to DM5.56bn.

Veba plans to take advantage of the liberalisation of the telecommunications market next year and has set up a joint venture, o.tel.o. with RWE, another power

utility. Reported telecommunications sales fell almost 20 per cent to DM149m, but Veba said this reflected a different accounting treatment of its 62.5 per cent stake in o.tel.o. It said the underlying trend was a rise of about 30 per cent.

Veba is in negotiations with potential buyers of a 22.5 per cent stake in o.tel.o., with a deal expected by the end of the year.

## Zeneca: the half year report

### Continued good performance:

- ✓ Underlying\* sales up 10%
- ✓ Underlying\* profit before tax up 22%

### Continued progress of recently-introduced products:

- ✓ Sales of pharmaceutical products launched in the last two years accounted for 16% of total pharmaceutical sales
- ✓ Since its November 1996 launch, over 360,000 patients in the US have been prescribed our new oral asthma therapy
- ✓ First launch, in the UK, of our new migraine treatment
- ✓ UK and US approvals for Amistar family of agricultural fungicides: now launched in 15 countries

### Continued strengthening of future growth potential:

- ✓ Acquisition of:
  - Remaining 50% shareholding of Salick Health Care, Inc., US comprehensive cancer care provider
  - Mogen, international plant biotechnology company
- ✓ Research collaborations announced with:
  - Pharmacoepia (combinatorial chemistry)
  - Xenova (natural compound libraries)
  - Oxford University (genetic research into heart disease)
  - University of California (immunosuppressive drugs discovery)
  - Molecular Dynamics/Amersham International (gene analysis technology access)
- ✓ £218 million capital investment includes new manufacturing facilities to meet increasing demand for new products

\*Underlying results reflect constant rates of exchange and exclude the results of divested businesses.

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## Nycomed warns of US setback

By Roger Taylor

Nycomed, the Norwegian healthcare group merging with Amersham International, of the UK, yesterday reported its third consecutive quarterly rise in profits, but warned the renegotiation of important US contracts might result in setbacks to earnings.

Nycomed has already seen profits hit by a US price war in medical imaging agents, which account for 60 per cent of the group's turnover.

It said yesterday that although prices had stabilised over the past nine months, allowing profits to rise, the new contracts were likely to be at lower prices. Income before taxes rose to NKr333m (\$43.2m), 23 per cent up on the first quarter and 20 per cent up on the same period last year.

However, income before taxes of NKr604m for the first half was below the

NKt678m reported for the same period last year. Turnover for the first half was in line with last year, at NKr3.8bn.

Net debt rose NKr285m to NKr1.8bn. Earnings per share were NKr1.96 against NKr1.89 for the quarter, and NKr3.73, compared with NKr4.56, for the first half.

Nycomed A shares moved up NKr6.50 to NKr168 on the results, which were ahead of analysts' forecasts.

They have risen 55 per cent since the deal with Amersham was announced last month.

In London, Amersham shares rose 54p to close at 210.15p - 32 per cent higher than their pre-merger level. Amersham's offer of 600 of its shares for every 1,000 Nycomed shares is worth NKr170.70 a share, at which price the merged group, Nycomed Amersham, would have a market capitalisation of about £2.58bn (\$4.12bn).

By Sarah Althaus in Frankfurt

Schering, the German pharmaceuticals group, yesterday lifted its earnings forecast for the full year after registering strong growth in profits and turnover in the first half.

The figures were helped by improved foreign exchange rates and acquisitions.

The Berlin-based company said full-year earnings could rise by as much as 20 per cent - revised from 10-15 per cent - after net profits

climbed 17 per cent from DM243m to DM285m (\$152m) in the first six months. In 1996, net profits were DM382m.

Turnover rose 21 per cent to DM3.1bn, driven by the consolidation of the subsidiaries Lefra, a Finnish specialist in hormone treatments acquired in the second half of 1996, and Jenapharm, the German group which makes contraceptives. Excluding acquisitions, turnover was up 11 per cent.

The company said: "We expect sales to continue to

develop favourably in the second half, further supported by the sustained strength of the currencies which are important to us."

Foreign turnover was up 19 per cent, while domestic sales climbed 34 per cent.

The results came in at the upper end of market expectations and Schering is doing in Germany despite a tough market, the group's profits forecast for the full year looks very conservative indeed," said Mr Michael

Vara, analyst at WestLB Research.

### EUROPEAN NEWS DIGEST

## Higher orders help lift Saab

Saab, the Swedish aircraft group, yesterday rebounded from a SKr68m loss to report a SKr27m (\$3.36m) first-half profit at the operating level as it booked higher orders in its military aircraft division. The group, a wholly-owned subsidiary of Investor, the Wallenberg family's investment vehicle, saw pre-tax profits rise from SKr198m to SKr242m.

The improvement was offset, however, by a decline in profits at Investor. The company, chaired by Mr Percy Barnevik, saw pre-tax profits slide from SKr11.6m to SKr1.7m. Last year's figure was inflated by a SKr9.9m gain from the flotation of Scania, the Swedish truck-maker. Excluding the Scania sale, profits were flat. Saab ascribed its own improvement to the absence of write-offs against this year's figures. It was forced to make one-off charges of SKr1.2bn during 1996 to cover sluggish sales of its Saab 2000 turboprop aircraft. Sales of the Saab 2000 were flat at eight aircraft. Sales of its Jas 39 Gripen military fighter rose from eight to 12. Saab said 40 aircraft had been delivered to the Swedish air force to date, out of a total of 204 ordered.

Investor owns controlling stakes in a range of Swedish blue-chip stocks such as Ericsson, Electrolux, Astra and SKF. It said its net worth had jumped SKr28.8bn to SKr90.1bn since the start of the year.

Greg McIvor, Stockholm

### DRESDNER BANK

## Rights issue to raise DM1.6m

Dresdner Bank, Germany's second biggest, yesterday gave details of its forthcoming rights issue which will raise nearly DM1.6m (\$64m) to help swell its war chest for acquisitions.

The new shares will be issued on a one-for-20 basis at DM65 each. This represents a 20 per cent discount on last night's closing price of DM81.55, a rise of DM3.04. The subscription period will be from August 14 to August 28.

The bank said the proceeds would increase its "scope for strategic measures". Last week in Berlin, while announcing a 23 per cent rise in first-half operating profits to DM1.74bn, Mr Jürgen Sarrazin, the chairman, said the bank was considering further expansion in investment banking in the US. The bank has also said it was looking at expanding asset management, in the UK and elsewhere.

Andrew Fisher, Frankfurt

### NORWAY

## Aker hit by NKr120m provision

First-half earnings by Aker Maritime, the offshore fabrication group within the Aker RGI engineering and seafoods business, were hit by a NKr120m (\$15.6m) provision to cover a potential loss on the Nord oil and gas field development in the Norwegian sector of the North Sea. This cut operating profits from NKr151m last year to NKr96m, with earnings per share falling from NKr1.58 to NKr0.63.

The group said earnings from most divisions had risen strongly and forecast a sharp increase in profits for the full year in spite of the Nord provision. Turnover increased from NKr4.93bn to NKr6.05bn, partly because of acquisitions.

Hilary Barnes, Copenhagen

### ENGINEERING

## Rauma climbs to FM173m

Rauma, the Finnish engineering group, reported an improvement in sales and operating profits in the second quarter as markets for forest industry machinery and rock crushing equipment firmed. Turnover rose from FM2.48bn to FM2.59bn (\$464m) and operating profits climbed from FM141m to FM173m.

However, the recovery was not enough to boost first-half results. Sales were down by about FM30m to FM4.90bn, and operating profits after net financial items slipped from FM341m to FM318m. Earnings per share were down from FM4.57 to FM4.24.

New orders in the first half increased 44 per cent to FM2.89bn, taking the order backlog to FM4.37bn at the end of June, a 15 per cent rise from the end of last year.

Hilary Barnes

### REINSURANCE

## Swiss Re puts flood cost at SFr150m

Swiss Re, the world's second biggest reinsurance company, has estimated that the recent floods in Poland, the Czech Republic and Germany will cost it SFr150m (\$96.1m) in payments. The company, which reported net profits of SFr1.46bn last year, said the loss corresponded to a medium-sized event for which cover is provided by adequate provisions.

William Hall, Zurich

### INSURANCE

## Codan rises to DKr511m

Codan, the listed Danish insurance company controlled by the UK's Royal & Sun Alliance, reported an increase in first-half pre-tax profits from DKr41m to DKr51m (\$71.5m), which, according to the company, yielded a 16 per cent return of equity capital. Premium income increased DKr25m to DKr3.18bn.

Hilary Barnes

## Schering raises full-year forecast

By Sarah Althaus in Frankfurt

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The figures were helped by improved foreign exchange rates and acquisitions.

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Vara, analyst at WestLB Research.

**NIB**  
Nordic Investment Bank  
U.S. \$100,000,000  
Collateral Floating Rate  
Notes due 2003

For the Interest Period 1st August 1997 to 30th February 1998 the Notes will carry an Interest Rate of 5.5625 per cent per annum with Interest Amounts of U.S. \$28.74 per U.S. \$10,000 and U.S. \$287.40 per U.S. \$10,000. The relevant Interest Payment Date will be 30th February 1998.

Bankers Trust Company, London Agent Bank

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**NOTICE OF EARLY REDEMPTION**  
Schwedisches Landesbank-Giroinstitut  
DM 15,000,000 Bearer Notes  
Series 23 from 1995/2005 (the "Instruments")  
(ISIN XS002930917)

NOTICE IS HEREBY GIVEN that, in accordance with Condition 6.04 of the terms and conditions of the Instruments, the Issuer will redeem all of the outstanding Instruments on 2 September 1997 at their principal amount plus accrued interest to the date fixed for redemption (the "Redemption Amount").

The Redemption Amount will be credited to the Instrumentholders through their custodian banks.

(Authorized Signatory): (Authorized Signatory)  
Stuttgart, 6 August 1997  
Schwedisches Landesbank-Giroinstitut



COMPANIES AND FINANCE: ASIA-PACIFIC

# AMP sees full-year profits of A\$2bn

By Elizabeth Robinson  
in Sydney

AMP, Australia's biggest life group, yesterday announced a 20 per cent increase in its full-year profits to A\$2.1bn, up from A\$1.7bn in 1996. The company, which is set to demutualise and list before the end of the year, said it was "operating ahead of expectations" and would enter profit "very soon".

Mr Trumbull said AMP was looking at other opportunities in the UK. Virgin Direct, AMP's direct sales joint venture with Virgin, of the UK, now had 11th under management and more than 200,000 customers. Mr Trumbull said that AMP was looking to expand its operations with

direct financial services company. The unit, which lost A\$30m in its first full year last year, was "operating ahead of expectations" and would enter profit "very soon".

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partly a result of the proposals to demutualise. The group will issue an explanatory note on the demutualisation proposal to its members in late September or October, ahead of an extraordinary meeting on November 20.

If members vote in favour of the A\$10bn float, AMP will issue a prospectus for listing in 1998, likely to be before the summer. "If possible we would like to list in May," Mr Trumbull said.

## Swire Pacific ahead 8.5% at six months

By Louise Lucas  
in Hong Kong

Swire Pacific, the Hong Kong conglomerate, yesterday posted an 8.5 per cent increase in its first six months of 1997, from HK\$3.05bn a year earlier to HK\$3.31bn (US\$427m).

Property, the backbone of Swire's earnings, was lifted by growing rental incomes and higher prices achieved for flat sales. The company benefited from a stronger residential market in Hong Kong, particularly for more up-market units.

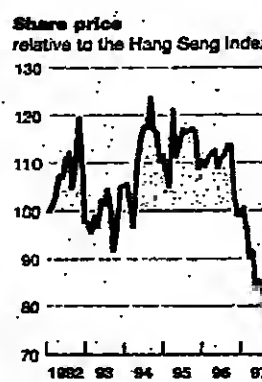
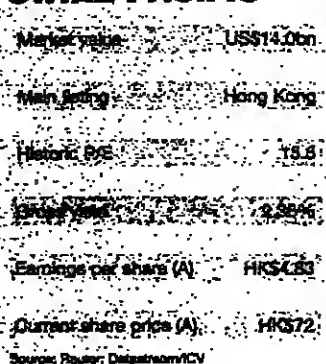
Mr Peter Sutch, chairman, said the 315 flats sold in the first half of 1997 at Swire's Island Place development fetched appreciably higher prices than the 376 units sold the previous year.

Rentals from shopping malls and office blocks were also higher. "Net rental income for the half year to June 30 showed satisfactory growth over the corresponding period in 1996 and is expected to strengthen in the second half of 1997," he said.

"This is mainly due to a full contribution from the reinstated areas of the City-plaza shopping centre, as well as an initial contribution from the Cityplaza One office tower above, which will be completed shortly."

Mr Anil Daswani, conglomerate analyst at Salomon Brothers in Hong Kong, said the sale since the end of the half-year of 103 flats at the newest Floridian development counteracted the weakness in earnings from the airline, and should lead

### PROFILE SWIRE PACIFIC



Chairman Peter Sutch

## Dragonair may be included in 'red chip' listing

By John Ridding in Hong Kong

CNAC, the commercial arm of China's aviation regulator, might include its stake in Dragonair, the Hong Kong-based regional airline, in the vehicle it plans to list on the territory's stock market later this year.

Mr Zhang Xianlin, CNAC vice-president, said the listed vehicle would include the group's Hong Kong assets, but proceeds from the flotation would not be limited to the territory.

The issue will create one of the most powerful "red chips" - Hong Kong-listed companies controlled by mainland businesses. It follows a series of listings in Hong Kong by mainland municipal authorities and state enterprises.

If CNAC includes Dragonair in its listed vehicle, the move will delay indefinitely a separate listing for the regional carrier. When CNAC acquired a 36 per cent stake in Dragonair last year from Cathay Pacific and Citic Pacific, the companies said they would

seek a listing for Dragonair as soon as possible. However, Hong Kong stock exchange rules prevent new listings from spinning off assets for three years, although there can be exceptions for infrastructure companies.

## Softbank chief sues publisher

By Bethan Hutton in Tokyo

Mr Masayoshi Son, president of Softbank, the Japanese software company, has launched a defamation suit against the publishers of a book which claims to give inside information on the finances and management of the Softbank group.

The book, *Inside Report on Softbank's Warped Management*, was published last month by Yell Publishing, a small Tokyo-based company. It was written by Softbank employees under a pseudonym.

Mr Son's ¥400m (\$34m) writ against Yell and its president alleges that the book makes incorrect and malicious statements in 184 places.

The plaintiffs are Mr Son and two other senior Softbank executives named in the book: Softbank itself, and MAC, Mr Son's private asset management company, which owns 43 per cent of Softbank.

## Alphatec move pleases creditors

By Ted Bardacke in Bangkok

Thai creditors of Alphatec Electronics, the troubled Thai electronics company, said yesterday they were happy that holders of the company's ¥45m eurobond had decided late on Wednesday not to put the company into default.

## Zeneca: the half year accounts

Financial highlights (for the six months ended 30 June 1997)

	1997	1996	% change
Sales	£2,752m	£2,940m	- 6%
Underlying* growth			+ 10%
Operating Profit	£660m	£622m	+ 6%
Profit before tax	£669m	£610m	+ 10%
Underlying* growth			+ 22%
Earnings per Ordinary Share	47.3p	42.9p	+ 10%
Dividend per Ordinary Share	13.5p	12.5p	+ 8%
Return on Sales	24.0%	21.2%	
Gearing	3.7%	2.4%*	

\* Underlying results reflect constant rates of exchange and exclude the results of divested businesses. Re-stated to comply with FRP.

Sir David Barnes, Chief Executive of Zeneca, said:

"These are very strong first half results with substantial underlying growth from all major Zeneca businesses. The Group's performance is the result of the implementation of a consistent strategy to improve the underlying quality of the businesses, and the positive contribution made by our new products."

Whilst the strength of the pound during the first half of the year has had a dampening effect on our results when reported in sterling, underlying growth was well ahead of our aspirational target of 15% per annum."

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**Wall Street Finance and Securities Public Company Limited**  
(Incorporated in Thailand with limited liability)

Notice to the holders of the outstanding  
**U.S. \$55,000,000**  
3.75 per cent. Convertible Bonds due 2004  
of  
**Wall Street Finance and Securities Public Company Limited**  
(the "Bonds" and the "Company" respectively)

NOTICE IS HEREBY GIVEN to the holders of the Bonds that, as a result of a private placement to qualified investors for 1,000,000 shares at a subscription price of Baht 10.00 per share, the conversion price of the Bonds has been adjusted from Baht 226.95 to Baht 226.09 effective 25th July, 1997.

Bankers Trust Company, London  
8th August, 1997

Principal Paying & Conversion Agent

**New Sun Metal Industry Co., Ltd.**  
JPY 3,000,000,000  
1% Convertible Bonds due 2002

NOTICE IS HEREBY GIVEN to the holders of the Bonds due to the announcement by the Company of a Stock Dividend and an Other Issue of Shares, record dates 29th July, 1997 and 7th August, 1997 respectively, the Conversion Price for the above issue has been adjusted twice, in respect of the Stock Dividend, pursuant to Clause 7(1) of the Trust Deed constituting the Bonds the Conversion Price has been adjusted from NTS 27.78 to NTS 23.12 effective 29th July, 1997. In respect of the Other Issue of Shares, pursuant to Clause 7(1) of the Trust Deed the Conversion Price of the Bonds has been adjusted from NTS 23.12 to NTS 21.94 effective 7th August, 1997.

8th August, 1997 New Sun Metal Industry Co., Ltd.

**The Nippon Credit Bank, Ltd.**  
Notice to Holders of  
**U.S. \$50,000,000**  
1% per cent. Convertible Bonds due 2002

Redemption and Appointment of Paying Agent and Conversion Agent

Notice is hereby given, pursuant to Clause 13 of the Paying and Conversion Agency Agreement dated 14th October, 1997 relating to The Nippon Credit Bank, Ltd. U.S. \$50,000,000 1% per cent. Convertible Bonds 2002 (the "Bonds"), that The Nippon Credit Bank, Ltd. acting through its Bangkok Branch, resigns the appointment of a Paying Agent and Conversion Agent relating to the Bonds with effect from 25th August, 1997 and The Development Bank of Singapore Ltd with its office at 8, Raffles Place, 25th August, 1997, is appointed as the successor Paying Agent and Conversion Agent with effect from 25th August, 1997.

8th August, 1997 The Nippon Credit Bank, Ltd.



## COMPANIES AND FINANCE: THE AMERICAS

US healthcare group drafts in lawyers for wide-ranging review of practices

## Columbia/HCA announces shake-up

By Tracy Corrigan  
in New York

The new management at troubled hospitals group Columbia/HCA yesterday announced sweeping changes to the company's internal policies and corporate strategy.

The efforts to right the company come because it is under investigation by the Federal Bureau of Investigation and other authorities for its billing practices.

As well as introducing immediate policy changes, Columbia has brought in lawyers and accountants to conduct a wide-ranging review of practices.

It also plans to sell its home care division, which contributed 5 per cent of revenues last year. No value has yet been placed on the business.

As part of an immediate action plan, the company will abandon some of its more controversial practices, including its policy of selling interests in its hospitals to doctors.

Columbia will unwind any existing interests, the company said.

It will also increase the level of disclosure in its cost reports submitted to Medicare, the government programme, exceeding required disclosure levels.

Medicare billing has been a focus of the investigation by US authorities. Three Columbia officials were indicted in Florida last week, on charges of defrauding the Medicare programme of \$1.76m.

The company will also change its compensation structure to eliminate short-term cash incentives, in order to "remove any appearance of pay being tied to short-term objectives," said Mr Thomas Frist, the new chairman and chief executive officer, who took over less than two weeks ago.

Mr Jack Boverend, the newly appointed president and chief operating officer, said that his guide-

line had been "what would a reasonable person think about some of these things."

He added that the changes do "not imply that we have found wrong doing or a series of errors... One of the most important things we will be doing in the coming months is to investigate past practices and get recommendations about new policies."

The company has retained law firm Latam & Watkins and accounting firm Deloitte & Touche to conduct a review of practices and formulate new policies, as well as for "working with government to resolve outstanding issues."

Mr Frist, appointed following the ousting of founder, Mr Richard Scott, said that wanted to "make changes that will institutionalise a corporate culture that emphasises universal values of integrity, openness and co-operation."

He said there would be a change of emphasis away from rapid growth.

The company would abandon its previous strategy of developing a national brand and return to an emphasis on local community services.

Mr Scott had built the company from scratch in 10 years to become the largest US hospitals company.

## US-based group clones calf

By Nikki Tait  
in Chicago

First there was Dolly, the cloned sheep. Now there is Gene, the calf.

ABS Global, the Wisconsin-based cattle-breeding and biotechnology company which was formerly part of the W. R. Grace group, yesterday announced it had successfully cloned a bull calf, using primordial stem cells from a 30-day-old calf foetus.

As the six-month-old calf was displayed to the world yesterday at the company's DeForest headquarters, ABS Global said that it was setting up a new subsidiary, Infogen, to commercialise the technologies. It claims that its process could be an efficient means of producing large numbers of cloned cattle.

According to Mr Marc van't Noordende, ABS chief executive, the cloning technologies could "offer tremendous promise for enhancing the quality, consistency and nutritional value of dairy and beef products."

For example, ABS cited the possibility of inserting a foreign gene into an animal's genetic material, so that a desired protein level could be produced in cows' milk. This animal could then be cloned to produce herds of cows, capable of producing large quantities of the transgenic product.

In essence, the ABS cloning process involves taking cells from a 30-day-old calf foetus; introducing growth-promoting proteins; and allowing cells to develop. The cloning of Dolly and Polly - a transgenic lamb - differed in that the cells

were taken from an adult sheep.

Dolly, a grown sheep cloned by Scottish scientists using DNA from an adult animal, prompted international debate over the ethics of the procedure.

Since then, Polly has also been produced using cloning technologies by PPL Therapeutics in Edinburgh - and, like Gene, holds stronger commercial possibilities.

Cloning of cattle is not entirely new, but scientists have struggled to make the process reliable and commercially viable, finding genetic engineering easier with sheep.

ABS, which has been involved in cattle cloning for a decade, said that it was currently seeking partners to collaborate with Infogen. "Infogen intends to form relationships with other

organisations to capitalise on the dairy cow's ability to produce milk protein in significantly larger volumes than smaller animals, such as sheep or goats," the company said.

Meanwhile, in Tokyo, a Japanese farm group said it had developed a new cloning technology that could produce up to 200 carbon-copy cattle from a single fertilised egg.

The National Federation of Agricultural Co-Operative Associations in Japan said that a cow had given birth on Wednesday to a male calf produced using the new method - Japan's first home-grown cattle cloning technology.

The technique grows cultures of a fertilised egg, from which cell nuclei are taken and transferred to unfertilised eggs.



The world's second cloned cow, born in Japan on Tuesday AP

## Acquisitions help Sara Lee to 10% advance

By Nikki Tait

Strong profits growth in its packaged meats and food service businesses, boosted by acquisitions, helped Sara Lee, the Chicago-based food and consumer products group, to post a 10.1 per cent increase in full-year profits after tax to \$1.1m.

The company - whose brands range from Hanes hosiery to Donwe Egberts coffee and Jimmy Dean meat products - said sales in the fourth quarter to June rose 6.5 per cent, to \$4.93bn. Sales for the year increased 6 per cent, to \$19.7bn.

The final quarter was relatively strong, with net income advancing by 7.3 per cent, to \$250m.

Earnings per share for the year were 10.9 per cent higher, at \$2.03.

The strongest gains came in the packaged meats and

bakery division, where sales rose 15.4 per cent in the final quarter and 16.6 per cent for the year, to \$7.6bn. Operating income for the year was up 12.5 per cent, at \$476m.

Sara Lee said the fourth quarter was bolstered by the newly-acquired Aoste company in France, but that double-digit profit gains had been registered in the packaged meats and food service businesses during both the final quarter and the full year - even before the impact of acquisitions.

By contrast, the bakery business saw weaker sales and profits, with worldwide unit volumes falling 4 per cent in the fourth quarter and 5 per cent over the year. Sara Lee blamed sluggish purchases of frozen baked goods in its core domestic market.

The coffee and grocery division saw a more modest

2.9 per cent rise in operating profits, at \$440m, for the full year. Sales fell 2.9 per cent to \$2.61bn, although this was blamed largely on currency movements. Sara Lee said that in local currency terms sales were up and profits increased more than 10 per cent.

On the personal products side, there was a 4.4 per cent increase in operating profits to \$761m, while sales were 1.5 per cent higher at \$7.48bn.

The company said that gains were particularly marked for its Ball, Playtex, and Dixie apparel brands.

Sales in the household and body care division were flat at \$1.84bn, and operating profits 6.4 per cent higher at \$228m - again depressed by currency movements.

The bottom-line result also benefited from a lower interest charge, down from \$173m a year ago to \$159m.

## US mutual fund inflows show return to strength

By John Authers  
in New York

Sale of US mutual funds have resumed a record pace, according to estimates for July published yesterday by the Washington-based Investment Company Institute, the main trade association for the fund management industry.

New investments in equity mutual funds exceeded redemptions by \$23bn, according to the institute. This is the biggest inflow since January, when stock funds took in a total of \$29.1bn.

However, the July number is more impressive and surprising, as the industry is heavily seasonal and January's figures are always swelled by investors taking the opportunity to shelter end-of-year bonuses in tax-efficient investment products. Last July, when the

stock market had taken a downward turn, equity funds took in only \$5.75bn.

Bond funds, which have generally failed to share the strength enjoyed by equity funds, had their best month for more than a year, registering a net flow of \$4bn, almost double the figure for June.

Business is usually slow during July, and the month's prolonged rally in the US stock market, which saw the Dow Jones Industrial Average pass 8,000 for the first time, was seen as the main factor behind the industry's strong sales, with funds attempting to match the index remaining popular.

There are also signs of a significant improvement for Fidelity Investments of Boston. Fidelity, which is still comfortably the largest US mutual fund manager, suffered a serious fall in its share of new cash flow last

year, following negative press coverage of a sharp drop in the performance of some of its best-known funds, particularly the \$31.5bn Magellan fund.

According to Alpha Equity Research of New Hampshire, which has been a persistent critic of Fidelity over the last year, the company's ten largest funds achieved \$1.01bn of net inflows in July, following inflows of \$656m in June.

Most of the funds are now fully invested in equities - after unfortunate strategic shifts into bonds - and have returned to the company's traditional style of aggressive stock-picking.

Magellan, however, is still suffering net outflows of cash, although these have almost tapered off. Last month it shed \$25m, and so far this month, according to Alpha Equity, has shed \$9.5m.

## AMERICAS NEWS DIGEST

## YPF shrugs off tax rise

YPF, Argentina's biggest oil and gas producer, lifted second-quarter net income 2 per cent from the same period last year to \$227m, ahead of most analysts' expectations. Mr Robert Monti, chief executive, said the improvement was achieved in spite of lower crude prices and a higher tax burden. First-half net income was 23 per cent ahead at \$451m, taking net earnings per share to \$1.26 from \$1.04.

Operating income for the first six months was 23 per cent ahead at \$884m, helped by increased production, higher sales of diesel, natural gas and lubricants, and lower exploration costs. The company's income tax bill for the first half was 68 per cent higher than the first half of last year at \$256m, due to the exhaustion of tax-loss carry-forwards.

"This is a very positive result," said Mr Monti. "The company is meeting its targets and has cut refining and exploration costs. We are expecting net income for the year to reach around \$910m, depending on what happens to oil prices."

The company hoped to become more active in Brazilian upstream activities in partnership with Petrobras, the Brazilian state oil concern, Mr Monti said. In April, YPF agreed a \$500m natural gas venture with Petrobras and Dow Chemical, of the US. Petrobras and YPF also aim to launch jointly-owned petrol stations in both countries.

Ken Warn, Buenos Aires

## ENERGY

## Financing costs hurt Gulf Canada

Gulf Canada Resources, weighed down by the cost of financing recent acquisitions, yesterday reported a \$310m (US\$7.7m) loss in the second quarter, compared with a profit of \$66m last year. Gulf's financing costs in the second quarter almost doubled to \$658m from \$322m in 1996. Gulf completed its acquisition of North Sea producer Clyda Petroleum last quarter, and shortly after announced it was buying Stampeder Exploration, a Canadian group with assets and expertise in heavy oil.

Revenues for the quarter were \$342m, up from \$317m, and cash flow generated from operations rose to \$210m, compared with \$27m in 1996. Gulf's earnings for the first half of 1997 were \$2m.

Mr J.P. Bryan, president and chief executive officer, said Gulf would focus on extracting value from its Canadian assets. The company is continuing to prepare for an initial public offering of about 20 per cent of its Canadian subsidiary. Projected proceeds from this and other asset sales will be used to reduce net debt to a targeted year-end level of approximately \$3.2bn. At the end of the second quarter, short-term obligations totalled \$1bn and long-term debt reached \$3.8bn.

Scott Morrison, Vancouver

## INVESTMENT

## Schwab targets IPOs

The strong market for initial public offerings continues to drive strategic alliances between investment banks and large retail brokers. Yesterday, San Francisco-based Charles Schwab, the largest US discount broker, confirmed it had held discussions with several large investment banks over possible deals that would offer customers the opportunity to buy stock in companies as they float. Customer interest in investing in IPO stocks is high after several recent offerings, such as Yahoo!, the internet search company, and Polo Ralph Lauren, the fashion house, saw sharp rises in their share price on flotation.

Schwab said any definite agreements were still weeks away, and the company had held talks with several possible partners. The talks follow January's announcement of an exclusive agreement between Salomon Brothers, the Wall Street investment bank, and Fidelity Investments of Boston, which runs a large discount brokerage, to allow Fidelity clients to participate in IPOs run by Salomon. The merger between investment bank Morgan Stanley and brokerage firm Dean Witter Discover, completed in May, also allowed shares in IPOs to be offered through a big network of retail brokers. John Authers, New York

## CINEMA

## Cineplex Odeon hit by film costs

Cineplex Odeon, Canada's largest cinema operator and one of the biggest in North America, has reported a net loss of US\$14.6m in the second quarter, compared with a loss of US\$11m last year. Revenues for the quarter increased 8 per cent over last year to US\$127.2m. With Cineplex's box office receipts up 6 per cent for the quarter, the company outperformed the industry, which averaged a 2.9 per cent rise, but an increase in film costs affected the company's earnings before interest and taxes.

Scott Morrison

## ENTERTAINMENT

## Disney plans virtual reality venue

Disney is to head into the central Chicago entertainment market with a 75,000 sq ft interactive "virtual reality" venue, to open in 1998. The Chicago property, which will be built close to the city's main shopping area, will be one of two new "DisneyQuest" facilities. The other, at Orlando in Florida, will open in the summer of 1998. Disney said yesterday that it expected subsequently to open further sites both within and outside the US. The "DisneyQuest" idea, which will give visitors a choice of virtual reality entertainment options, is being launched by the company's Disney Regional Entertainment arm.

Nikki Tait, Chicago

## PERSONAL COMPUTERS

## Grupo Carso takes Apple stake

Grupo Carso, the conglomerate controlled by Mr Carlos Slim, Mexico's richest man, has taken a 3 per cent stake in Apple Computer, the US personal computer company. Carso sources said the investment was temporary and speculative one, and had benefited from the rise in Apple shares following the company's surprise alliance with Microsoft this week.

Daniel Domínguez, Mexico City

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The Financial Times plans to publish a Survey on

## North East Brazil

on Monday October 13

For more information, please contact:

Michael Geach in New York

Tel: +212 688-6900 Fax: +212 688-8229

or Edmundo Dalla Libera in Brazil

Tel: +5511 530 1855 Fax: +5511 241 7232

or your usual Financial Times representative

FT Surveys

Shareholders of Gold Fields and Driefontein (collectively "the companies") are referred to the previous cautionary announcements and are advised that discussions between the companies and New Africa Investments Limited are in progress.

Caution should therefore continue to be exercised in dealings in the shares of the companies.

Johannesburg

7 August 1997

Advisers to Gold Fields  
Standard Corporate and Merchant Bank

Advisers to Driefontein  
Morgan Stanley & Co

مركز الأخبار



COMPANIES AND FINANCE: UK

# Eidos and auditors part company

By Jim Kelly

Eidos, the world's third largest developer of computer games software, has been dropped by its auditors after failing to implement fully the corporate governance code laid down by the Cadbury report.

Coopers & Lybrand, one of the Big Six audit firms, confirmed yesterday that it would not stand for reappointment at the UK company, where it has been auditor since 1994, because of "certain inadequacies in the company's corporate governance practices".

Eidos, which recently reported a 20-fold increase in

turnover to £75.6m (£123m) for the year to March 1997, said the problems reflected "growing pains" at the company where staff has increased from 60 to 500 in 18 months. Eidos has a US listing and offices in California and Europe.

Coopers & Lybrand's action is a rare public instance of an auditor dropping a client. It was paid £112,000 in fees for 1996-97 for audit and other services. It is understood the firm doubted the commitment of Eidos to rectify the shortcomings, though there is no suggestion of any financial irregularities in the accounts.

The case comes in the week that Sir Ronald Hampton published his proposals for the future of corporate governance, including the insistence that all companies of whatever size should seek to maintain the same standards.

Eidos shareholders will be asked to appoint KPMG, another Big Six firm, as the company's new auditors. KPMG said it had discussed the problems with Eidos' directors, financial and legal advisers and with Coopers & Lybrand.

"These discussions proved satisfactory and the directors of Eidos have committed to remedy as quickly as

## Strong pound hits Reed Elsevier

By Raymond Snoddy

Operating profit growth at Reed Elsevier, the Anglo-Dutch media and information group, came virtually to a halt in the first half because of the strong pound.

There was a £36m (\$58.7m) negative effect on the company, which does a large part of its business in the US. Operating profits of continuing businesses rose only 1 per cent to £446m, but growth was 10 per cent at constant exchange rates.

Reed's shares dropped 40p or 6.3 per cent to close at 590p in a stock market that rose 1.2 per cent.

Mr Nigel Stapleton, co-chairman, emphasised yesterday that the currency impact was on the translation into sterling and did not affect the underlying performance of the businesses.

The strengthening of the pound against the guilder also contributed to considerable disparity between the results of the two sides of the business.

"It's a tale of two cities - London and Amsterdam," Mr Stapleton added.

For Reed International, the UK arm, earnings per share were 14p (14.05p) - up 9 per cent at constant exchange rates - and the interim dividend rises 7 per cent to 4.4p.

At Elsevier, earnings per share were up 21 per cent to £1.069 - up 9 per cent at constant exchange rates. The interim dividend goes up 45 per cent to £1.029.

Overall in the six months to June 30, Reed Elsevier had sales of £1.66bn, a fall of 1 per cent. Pre-tax profits edged up from £416m to £419m.

The company has made it clear that margin growth will be constrained for a time by the investments being made in electronic publishing initiatives.

Reed Travel reported a 21 per cent fall in operating profit on a revenue decline of 6 per cent.

In scientific publishing operating profit increased 16 per cent at constant exchange rates.

## NEWS DIGEST

### Royal & Sun beats forecasts

Royal & Sun Alliance yesterday expressed disappointment and surprise at being publicly castigated by the Personal Investment Authority over the pensions mis-selling scandal. The PIA said on Wednesday that it was "not satisfied" that the composite insurer had met the first deadline in the pensions review timetable.

Mr Roger Taylor, executive deputy chairman, said: "We submitted our figures earlier this week and the PIA responded with a press release." He added: "We are taking all reasonable steps to work with the PIA."

The contretemps occurred as the company reported higher than expected interim operating profits, up 11 per cent to £501m (£816m). Excluding a currency effect of £25m, the increase would have been 18 per cent.

The shares rose 28p to 545½p, an all-time high, as analysts moved to upgrade their full-year forecasts.

Net assets per share rose 9 per cent to 433p on June 30, and had increased to 455p by August 4.

The improvement in profits came from a surprisingly good underwriting result, as losses narrowed by £51m to £81m - compared with losses of £132m - because of an underwriting profit in the second quarter.

The company singled out the general insurance business in the US as a "star turn", as operating profits jumped from £48m to £92m, thanks to lower disaster losses.

Charis Gresser

### Zeneca warns on launch costs

Strong growth of new product sales offset the impact of sterling to take first-half profits above analysts' forecasts at Zeneca, the UK's third largest pharmaceuticals company. However, the company warned that new drug launches would prove costly in the second half, and the shares rose only 6p to £20.52½p. Launch costs would reduce profit margins by between 2 and 2.5 percentage points. Pre-tax profits for the six months to June 30 were £589m, compared with £510m a year ago.

Speaking after yesterday's interest rate rise, Sir David Barnes, chief executive, warned: "If sterling gets even stronger, it's going to be tougher in the second half."

Operating profits at Salick, the US cancer clinic chain fell 25 per cent to £3m on sales of £62m, up 20 per cent.

### Mersey Docks advances 59%

Mersey Docks and Harbour, the ports and cargo handling group, yesterday brushed aside the continuing industrial disputes with 329 dismissed dockers to announce a 59 per cent rise in interim pre-tax profits.

In the first six months, cargo volumes through Liverpool continued to rise from 15.1m to 15.5m tonnes. At Mersey, cargo rose from 1.14m to 1.31m tonnes. Increased volumes helped to lift pre-tax profits from £13.9m to £22.2m (£36.2m) on turnover up 13 per cent to £22.2m.

Much of the profits rise came from the closure of the loss-making Eurolink Ferry service, which operated passenger and freight services from Kent to the Netherlands. In its Irish Sea activities, the company said it was disposing of its 50 per cent interest in Merchant Ferries at "approximately the original cost".

### July boost for Eurotunnel

Eurotunnel yesterday unveiled traffic figures for July showing its Le Shuttle Tourist service carried 234,073 vehicles, including coaches, 53,243 more than in June and nearly as high as last year's July total of 240,129.

July was Eurostar's best month to date. An extra 127,329 passengers were carried, up 24 per cent on the previous month, and 23 per cent higher than in July 1996.

## Rank at bottom of City forecasts

By Scheherazade Daneshkhu

Shares in Rank Group lost 8 per cent of their value yesterday after the diversified leisure company reported an unexpected drop in its trading performance and interim results at the bottom of expectations.

Even the news of an increased share buy-back, possibly beginning today, and a £100m (£163m) property sale were unable to buoy the shares which fell 30½p to 340p.

The £250m share buy-back pledged earlier this year would be increased, by some £350m - to the maximum 10 per cent of its equity approved by shareholders in April, Rank said yesterday.

Rank has agreed a sell some of its property portfolio - mainly bingo halls and cinemas - to British Land.

Under a joint-venture agreement it will lease back the properties which are to be managed by British Land. Sales could eventually amount to £250m.

Mr Andrew Teare, chief executive, said he was disappointed at the company's performance. "Today's results don't demonstrate much reward for the changes that Rank is going



Andrew Teare: market is hungry for instant results

through at the moment," he said. "The market is hungry for instant results. It's not getting them today but the benefits will flow through next year."

He held out the promise of another share buy-back next year, saying it would be kept under review.

Mr Greg Feehley, analyst at Deutsche Kleinwort Benson said: "Rank's strategy is still in a state of flux and is taking longer to deliver than anticipated." A 8 per cent earnings enhancement in 1999 produced by the buy-back was not going to excite investors, he said.

Pre-tax profits fell £144m to £55m in the six months to June 30. They fell from £59m to £57m before an exceptional £2m loss this year on disposals.

Profits were dragged down by a 22 per cent fall in video duplication volumes because of a quiet period for film releases.

Trading at Hard Rock cafés, the international themed hamburger chain, was also disappointing after higher-than-expected costs of absorbing recently acquired cafés and trading disruption caused by construction.

## SB spins off some patents to new company

By Daniel Green

SmithKline Beecham, the UK's second-largest pharmaceuticals company, is taking the unusual step of spinning off some of its technology into a new biotechnology company.

It is handing over a portfolio of patents and some laboratory equipment in return for a 10 per cent stake in the company, called Adprotech.

Some £5m (£8.15m) in cash is coming from three venture capital companies: 3i, the Prelude Trust and Alta Berkeley. These three will have 55 per cent of the company between them and each will have a non-executive director on the board.

The spin-off is led by Dr Janet Dewdney, 62, who retired as director of SmithKline's biotechnology division last year.

She is chairman and her chief executive is Mr Ed Dart, 56, former director of research and development at the seeds division of UK pharmaceuticals company Zeneca.

Other non-executive directors are Mr James Noble and Mr John Gordon, former finance and research directors at British Biotech, the UK's largest biotechnology company.

SmithKline is prepared to

let the patents go because they do not form a core part of its research activities, said Dr Dewdney.

SmithKline has over the past five years changed from a pharmaceuticals company making medicines into a healthcare company providing a range of services in drug distribution, insurance claims management and laboratory testing.

"It is part of a wider outsourcing move as the company broadens from a focus on drugs to a wider role in healthcare," Dr Dewdney said. "It's part of a more flexible balance between internal and external drug research."

That had left some research programmes in need of "ring fencing and focus to succeed," she said.

Adprotech's patents cover proteins called complementins that play a role in the body's immune system.

It hopes to use the technology to develop treatments for a range of conditions including strokes, multiple sclerosis and heart disease.

The company does not plan to take its discoveries to market alone. SmithKline will be a "preferred partner" for any drugs developed by the new company but it does not have a right of first refusal.

## A winner at the technical tape

Virginia Marsh gets wrapped up in Scapa's expanding adhesives business

As you fly off on holiday this summer, you may think the aeroplane taking you to your spot in the sun is held together by nuts and bolts. In fact, says Mr David Dunn, chief executive of Scapa Group, these days some of it will be fastened by adhesive tapes.

The £5.5bn world technical tapes market is growing at 5-8 per cent a year as industries as diverse as car manufacturing, leisure and health-care turn to this rapidly evolving technology.

Uses range from the brightly coloured, protective variety that is wrapped around a hockey stick through to nicotine patches and the heat-resistant, low-smoke tapes found in London Underground's electrical cabling.

Growing acceptance of tapes is good news for Scapa. A low profile FTSE 250 company, based in Lancashire, it is the world number three in technical tapes, after getting into the sector almost by accident just a decade ago - it bought a tapes business as part of another acquisition.

It hopes expansion in tapes will compensate for slower growth in its mature paper-related businesses, its

traditional staple. The world market for paper machine clothing and roll covers is some \$3.5bn and is expected to grow at a more modest 2-3 per cent a year.

Scapa's purchase of a technical tapes business from Sellotape last month, for up to £43.7m - the latest in a string of acquisitions - almost doubled the group's market share in Europe to 14 per cent.

This puts it well on the way to meeting a target of at least 10 per cent of a world market dominated by 3M of the US. Beiersdorf, the German company best known for its Nivea brand, is the number two player.

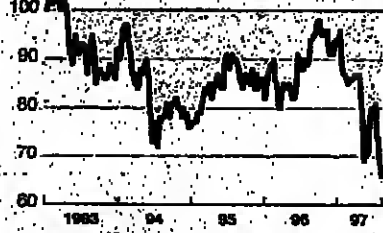
The group does not publish separate figures for tapes which are added to speciality materials to form one of the company's two divisions.

This produced 82 per cent of group turnover of £526.8m in 1996-97, up from 41 per cent of turnover of £300.2m five years earlier. The division contributed 40 per cent, or £20.2m, to operating profits of £75.2m last year.

Mr Dunn expects paper-making products and services, the other division, eventually to account for a third of turnover, down from close to half at present.

### Scapa's record on tape

Share price relative to FTSE Chemicals Index



Pre-tax profits (£m) year and March 31



Source: Datastream/ICV



The expansion is dictating changes within Scapa. From the group's modest headquarters in Blackburn with just 20 staff, Mr Dunn oversees some 7,500 employees at 70 subsidiaries, manufacturing in 17 countries, ranging from Malaysia to Canada.

Central functions, such as raw material purchasing and marketing and distribution, are being combined as the group builds up its corporate identity and the Scapa brand name.

Research and develop-

ment, in which Scapa invests about £7m a year, will remain critical. Mr Dunn says one of the key aims in making acquisitions is to gain new technologies.

Mr Ian Sayers, manager of the Advanced Products Division which recently won a Queen's Award for Technology, says the group is adding 12-15 patents a year to the 150 patents and patent applications it already holds.

Although the group's businesses appear disparate, they share six core technologies and many raw materi-

als. Scapa had a headstart when it went into tapes, for example, because it already used adhesives in its paper roll covers business.

Equally, fibres such as acrylics and polymers are used across the group, not just in speciality materials.

Along with tapes, the latter is slated for expansion. Among other things, this business - currently undergoing a review - produces industrial filters. Like tapes, this market is growing strongly worldwide, thanks to stricter environmental legislation.

Analysts rate Scapa's management and strategy highly but its share price has plummeted as the pound strengthened. The company is less vulnerable than some because there are few substitutes for its products.

But the translation impact of the strong pound means this year's earnings - more than two thirds of which are generated overseas - are likely to be flat.

"In the not too distant past, we've had to deal with the pound at \$2.50 and at almost parity to the dollar," says Mr Dunn. "What manufacturers in this country would like most of all is some stability."



### Akzo Nobel N.V. (formerly Akzo N.V.)

Registered Office at Arnhem, the Netherlands

Report for the 1st half of 1997\*

### CONSOLIDATED STATEMENT OF INCOME

Millions of guilders (NLG)

	1997	1996
Net sales	12,026	11,260
Operating costs	(10,814)	(10,221)
Operating income	1,212	1,039
Financing charges	(137)	(127)
Operating income less financing charges	1,075	912
Taxes	(518)	(260)
Earnings of consolidated companies from normal operations, after taxes	757	652
Earnings from nonconsolidated companies	62	64
Minority interest	819	716
Net income	799	699
Net income per share, in NLG	11.22	9.83
Common stock, in thousands of shares	71,218	71,165

### SALES AND OPERATING INCOME BY ACTIVITY

Millions of guilders (NLG)

	January-June 1997	January-June 1996
Net sales	2,179	1,961
Pharma	4,187	3,661
Coatings	3,891	3,857
Chemicals	1,787	1,797
Fibers	(18)	(16)
Other activities and intercompany deliveries	(18)	(16)
Total	12,026	11,260
Operating income	1,212	1,039
Pharma	431	383
Coatings	377	274
Chemicals	376	324
Fibers	38	60
Other activities and nonallocated items	(10)	(2)
Total	1,212	1,039

\* The data in this report are unaudited

\*\* At December 31, 1996

Sales and Income Akzo Nobel's second-quarter net income improved from NLG 567 million in 1996 to NLG 459 million in 1997, an increase of 25 percent. Net income per share rose from NLG 5.16 to NLG 6.44. Earnings of consolidated and nonconsolidated companies were significantly better than last year.

Sales of NLG 6.2 billion exceeded last year's second-quarter figure by 10 percent, predominantly by a volume increase of 8 percent. Currency translations had a positive effect of 5 percent, while average selling prices were 1 percent lower. On balance, deconsolidations and acquisitions reduced sales by 2 percent. The divestment of Salt America was completed at the end of April.

Net income for the first six months of 1997 amounted to NLG 799 million, against NLG 699 million in the same period of 1996. The corresponding per share amounts were NLG 11.22 and NLG 9.83.

Outlook We maintain our expectation that net income for 1997 will exceed the 1996 figure.

Arnhem, July 31, 1997

Operating Income rose by 26 percent to

The Board of Management

Copies of the complete report may be obtained from the London Paying Agents: Barclays Global Securities Services, 8 Angel Court, Throgmorton Street, London EC2R 7HT and Midland Securities Service, Paying Agency Section, 5th Floor, Mariner House, Pepys Street, London EC3N 4DA. The report for the 3rd quarter of 1997 will be published on October 30.

## RESULTS

	Turnover (£m)		Pre-tax profit (£m)		EPS (£)	Current dividend (p)	Date of payment	Dividends Corresponding dividend	Total for year	Total for year
Barclays	6 mths to June 30	-	(1.271)	(1.270)	50.25	(55.3)	19.5	Oct 2	11.5	-
Cashflow Int	6 mths to June 30	12	(13.2)	0.327	(1.8)	0.25	(0.13)	-	-	31.5
KBC Advanced	6 mths to June 30	15.9	(12.4)	3.52	(2.71)	5.08	(4.28)	-	-	-
Liberty Int	6 mths to June 30	129	68.1	61.89	(56.19)	13.41	(13.15)	8	Oct 7	7.25
London	6 mths to June 30	20.2	(17.5)	1.38	(0.145)	6	(0.8)	2.25	Oct 31	-
Mersey Docks	6 mths to June 30	82.2	(72.8)	22.29	(13.8)	17.55	(10.7)	4.5	Oct 30	16
Rank	6 mths to June 30	656	(640)	85	(1449)	6.7	(12)	5.25	Oct 10	-
Robert Walters	6 mths to June 30	38.8	(19.1)	3.28	(1.67)	8.87	(4.9)	1.3	Nov 6	17.5
Reed Elsevier	6 mths to June 30	1,578	(1,700)	419	(417)	14.54	(14.54)	4.44	Oct 6	13.5
Royal Dutch/Shell	6 mths to June 30	52,598	(53,438)	2,486	(2,526)	9.31	(9.97)	-	4.125	18.45
Royal Sun Alliance	6 mths to June 30	4,824	(4,883)	566	(504)	23.57	(22)	7.15	Dec 1	-
Talentum Comm	6 mths to June 30	161.4	(133.5)	142.31	(117.5)	10.4	(8.3)	-	-	19
Zeneca	6 mths to June 30	2,752	(2,940)	689	(610)	47.3	(42.9)	13.5	Nov 3	35

	NAV (£)	Attributable Earnings (£m)	EPS (£)	Current dividend (p)	Date of payment	Dividends Corresponding dividend	Total for year	Total for year
Investment Trusts	123.1	(115.6)	2.48	(1.17)	(1)	-	-	-
Central European S...	6 mths to June 30	123.1	(115.6)	2.48	(1.17)	(1)	-	-

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. \*After exceptional charge. \*After exceptional credit. \*On reduced capital. \*On increased capital. \*Comparatives pro forma. \*Figures for Reed International: Elsevier earnings were £1.69 (£1.57) and interim dividend £0.29 (£0.2). \*Adjusted for share subdivision. \*Net premiums written. \*Figures for Shell Transport: Royal Dutch earnings were £1.25 (£1.21). \*\*Adjusted for scrip issue. SUS currency.



## INTERNATIONAL CAPITAL MARKETS

## UK gilts take rate rise in their stride

## GOVERNMENT BONDS

By Samer Iskander  
in London and John Labate  
in New York

UK gilts showed the best performance among the main European bond markets yesterday. In spite of the Bank of England's decision to raise its base rate by 25 basis points to 7 per cent, the gilt market took the widely-expected tightening in its stride, and traders chose instead to focus on signs of a slowdown in consumer spending.

The September long gilt future rose 1/4 to settle at

115 1/4, after reaching a high of 115 1/2 during the session. In the cash market, the 10-year benchmark gilt gained 1/4 to 101 1/4, its yield spread over the equivalent bund tightening by 6 basis points to 144 points.

Short-term interest rates also reacted positively. The December short sterling contract closed 0.14 higher at 92.69.

Analysts predicted the rise in the base rate would be the last for a while. "The markets have decided that the Bank of England has done everything it considers necessary for the moment," said one bond trader.

Gilts were also supported by the Confederation of British Industry's Distributive Trades Survey, which showed that retail sales had fallen below retailers' expectations in July. "The growth in retail trade eased a little in July," said Mr. Sudhir Jankar, a CBI economist. "Upward momentum in consumer demand remains firmly under control."

HSBC Markets economists also pointed out that growth of notes and coins in circulation was slowing. "The boost to retail spending from the windfall payouts will be a relatively short-term phenomenon," one said.

Most European bonds were pulled higher initially by the bullish gilt market, but later reversed their gains to close unchanged or slightly lower.

Traders in London and Paris said continental European bond markets were hit by a rumour that Mr. Helmut Kohl, the German chancellor, had died. Although the rumour was officially denied within minutes, the markets failed to recover.

"In a thin market like we usually have in the summer, even the slightest rumour can have a disproportionate effect," said one trader in Paris.

GERMAN BONDS ended

this day slightly lower. In London the September bund future reached a high of 102.17 in early afternoon, before falling to close at 102.02, down 0.02.

FRENCH OATS also fell. The September notional futures closed 0.14 lower at 129.54. In the cash market, the 10-year benchmark OAT fell 0.16 to 98.99. The 10-year yield spread of bunds over OATS tightened by 1 basis point to 6 points.

US TREASURIES were flat early yesterday, prior to the week's final large auction of new bonds. The benchmark 30-year bond was unchanged at 101 1/4 by early afternoon,

yielding 6.477 per cent, as traders awaited the sale of \$10bn in new 30-year bonds.

The two-year note was also unchanged, yielding 5.891 per cent, while the 10-year note rose 1/4 to 99 1/4, its yield falling to 6.184 per cent.

Weekly employment data showed that new benefit claims had risen by 26,000, a smaller than expected increase.

"We've had three low weeks of new claims, so the labour markets are still tight," said Ms. Maureen Maitland, an economist at Donaldson, Lufkin & Jenrette.

## Banco Cif offers Navigator Strips

## INTERNATIONAL BONDS

By Krishna Guha and  
Samer Iskander

Portuguese strips sounded a note of innovation on an active day yesterday, which also saw the first issue by a Brazilian railway operator and deals by the Inter-American Development Bank and the Asian Development Bank.

NAVIGATOR STRIPS, a Banco Cif vehicle, offered investors the first chance to invest in synthetically-structured Portuguese government bonds.

The Luxembourg vehicle holds \$1.5bn of 10-year Portuguese bonds and offers a series of 11 zero-coupon notes. Ten of these are coupon payments on the underlying bonds. The eleventh issue is the principal amount, to be redeemed in 2007.

Banco Cif said the deal was "a first" for Portugal. It

said the vehicle had been set up to meet demand for zero-coupon notes from insurance companies, which use them to structure savings products with guaranteed returns.

MRS LOGISTICA, a recently-privatised Brazilian railway operator, made its debut offering yesterday. The deal, which carries an eight-year maturity, was offered in two tranches through lead manager Bankers Trust.

The first tranche, carrying a put option which allows investors to ask for an early redemption, was priced to yield 305 basis points over three-year Treasuries. The second tranche offers a wider spread of 450 basis points, only redeemable in advance - starting August 2002 - at the borrower's request.

The bonds will be listed in Luxembourg, but were offered in the US under Rule 144a of the Securities and

Exchange Commission, which allows sales to qualified institutional investors. MERRILL LYNCH increased a self-issued \$300m issue of four-year notes by \$100m, after the bonds tightened from 41 basis points over Treasuries to 39 points in early trading.

IDB - the Inter-American Development Bank - offered \$300m of three-year stock, priced flat to Treasuries. SBC Warburg, the lead manager, said the issue would satisfy a "natural pocket of demand" from holders of a \$700m IDB issue maturing soon.

The spread offers a small pick-up from July's World Bank issue, which is yielding less than Treasuries. SBC Warburg said the implied pick-up over the World Bank was about four basis points, a "generous margin from one supranational to another".

THE ASIAN DEVELOPMENT BANK, meanwhile, issued \$300m of 30-year

## New international bond issues

Borrower	Amount \$m	Coupon %	Price	Maturity	Yield %	Spread bp	Book-runner
US DOLLARS							
Merrill Lynch & Co	400	6.50	98.550R	Aug 2001	12.5R	+117R	Merrill Lynch Int
MRS Logistica, Class A(1)	125	6.00	98.775R	Aug 2005	12.5R	+137R	Bankers Trust Int
MRS Logistica, Class B(2)	125	6.00	98.551R	Aug 2005	12.5R	+140R	Bankers Trust Int
Asian Development Bank(3)	300	6.25R	100.00	Aug 2027	4.50	300R	Morgan Stanley DW
Coca-Cola Amnol	200	6.50	98.550R	Sep 2003	0.252R	+335R	Morgan Stanley DW
Inter-American Dev Bank	200	6.50	98.717R	Aug 2003	0.1875R	+380R	SBC Warburg
Swedish Export Credit Corp(4)	100	5.84R	100.00	Aug 2001	1.20	100R	IBJ Int'l New Japan
EURO DOLLARS							
Barclays Overseas Corp(5)	300	(4.5)	99.922R	Dec 2002	0.125R	50R	BSW Deutschland
Irish Permanent Treasury	150	(4)	99.855R	Aug 2004	0.20	100R	HSBC Tristram
NEW ZEALAND DOLLARS							
Deutsche Australia	300	7.25	100.00R	Aug 2001	1.375	100R	Deutsche Bank
Deutsche Australia	300	7.25	100.00R	Aug 2001	1.375	100R	Deutsche Bank
Navigator Strips(6)(7)	12.47R				0.20		Banco Cif

First terms, not callable unless stated. Yield spread over relevant government bonds at launch supplied by lead manager. \*Unlisted. † Floating-rate note. ‡ Semi-annual coupon. R: fixed rate offer price; fees shown at re-offer level. a) Includes \$100m increase at 100.0275R, +335R. b) Callable at 100.0275R, +335R. c) Callable at 100.0275R, +335R. d) Includes \$100m increase at 100.0275R, +335R. e) Callable at 100.0275R, +335R. f) Callable at 100.0275R, +335R. g) Callable at 100.0275R, +335R. h) Callable at 100.0275R, +335R. i) Callable at 100.0275R, +335R. j) Callable at 100.0275R, +335R. k) Callable at 100.0275R, +335R. l) Callable at 100.0275R, +335R. m) Callable at 100.0275R, +335R. n) Callable at 100.0275R, +335R. o) Callable at 100.0275R, +335R. p) Callable at 100.0275R, +335R. q) Callable at 100.0275R, +335R. r) Callable at 100.0275R, +335R. s) Callable at 100.0275R, +335R. t) Callable at 100.0275R, +335R. u) Callable at 100.0275R, +335R. v) Callable at 100.0275R, +335R. w) Callable at 100.0275R, +335R. x) Callable at 100.0275R, +335R. y) Callable at 100.0275R, +335R. z) Callable at 100.0275R, +335R. aa) Callable at 100.0275R, +335R. ab) Callable at 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# LME chief warns on manipulation

MARKETS REPORT  
By Gary Mead

The head of the London Metal Exchange, yesterday "fired a warning shot" across the bows of LME members after fears have grown that the market is being manipulated.

Mr David King, the LME's chief executive, called on members to ensure that their trading avoided any hint of manipulation.

He warned them that the exchange would "not hesitate to take disciplinary proceedings against members" who create "a disorderly market or other undesirable situation".

Those close to the market said Mr King's statement - while simply a re-statement of the exchange's rules - was a veiled reference to current squeezes and price jumps in both zinc and aluminium, and an earlier one in copper.

Mr King's move was seen by one specialist as "another, higher warning shot across the bows", as it came shortly after he took the unusual step of personally addressing LME members on the same issue from the trading floor.

"It seems to imply he believes that manipulation is going on, and he probably hopes this will have a calming effect on the market," said one broker.

Another was sceptical, however, as to its likely impact. "They'll ignore him as they have done before," he said.

"What noise of them seem to understand is that you can't have a squeeze against the fundamentals, and that's what's happening in these three metals. They're all in tight supply. We are now down to global stock levels

of 7.3 weeks for aluminium and the critical level is generally accepted to be 6.5 weeks. I don't believe there is any manipulation going on."

Others also suggested that the zinc squeeze, in which Chinese smelters who sold the metal short were left facing substantial losses, was not manipulation but rather a legitimate use of the market by a large player, which is widely believed to be Glencore, the Swiss trading group.

In spite of Mr King's notice aluminium moved sharply upwards again yesterday, the three-month price closing \$21 higher at \$1,762.50 a tonne, having earlier touched \$1,775, the highest level since early October 1995 and a gain of nearly 14 per cent over the past three weeks.

By the close, the backwardation in aluminium - the premium paid for cash delivery over that in three months' time - had increased to \$20, double that of Wednesday's closing price. Three-month zinc also closed firmer, up \$12 at \$1,540 a tonne, with its backwardation sticking to around \$100. Copper was drawn in the wake of both, finishing up \$35 at \$2,333 a tonne.

On the London International Financial Futures Exchange the markets in soft commodities sank deeper into August's doldrums.

The September robushta coffee future slipped \$1 to \$1,644 a tonne, with a continued outlook for moderate weather over the Brazilian coffee-growing regions.

On the Coffee, Sugar and Cocoa Exchange in New York the same month contract was busier, being up 6.95 cents to 207.50 cents a pound just before midday.

# More tests undertaken in Busang geologist case

By Neri Tenorio in Manila

Philippine experts said yesterday they were conducting further fingerprint tests, after the family of the Busang gold mine geologist who was reported to have fallen to his death from a helicopter over the jungles of Indonesia asked for his body to be exhumed.

A second fingerprint test is being undertaken on two old identification cards belonging to Michael de Guzman.

Earlier this week Mr JoJo de Guzman, the geologist's brother, said that fingerprints taken from the corpse did not appear to match those on the identification card.

Michael de Guzman was a leading figure in the Bre-X Minerals gold scandal. He helped discover what was claimed to be the highest gold find this century, at Busang in Indonesia.

Initial suggestions from Bre-X that the deposit could contain up to 200m ounces of gold saw the small Canadian company's value rocket to \$38.5bn (US\$4.9bn). But in May an independent technical audit judged that Bre-X had based its claim on "tampering and falsification without precedent in the history of mining".

Launching their campaign for an exhumation this week, the family said they were bothered by rumours that Mr de Guzman might still be alive. They added that they did not believe that tests by the Philippines National

Bureau of Investigation showing matching thumb-prints on the cadaver, a 1995 temporary Indonesian immigration pass sent by Bre-X Minerals and an old identification from a previous Philippine employer.

The family has received reports of unconfirmed sightings of Michael de Guzman in countries such as Singapore and Indonesia.

An official at the NBI said his first test had conclusively proved that the cadaver and the person

who owned the thumbprints on the cards were one and the same. However, he said he was conducting another test on the two cards after a request by the geologist's widow.

"I am going to take it slowly this time, maybe one week, to make sure that the results are really accurate, although I've said already the results of the first test I've done were conclusive," said Mr Bayani Palad, chief of the NBI's dactyloscopy division.

# Dutch farmers disgruntled over plans for pork

Gordon Cramb on moves to reform the highly intensive pig sector

Tracts of Dutch countryside are under semi-siege. As the country's epidemic of swine fever edges north, farmers in affected areas are hounded from shipping any sort of livestock.

Children's summer pony camps are being cancelled. A Saturday night gig by a rock band came under threat for fear that followers might bring it in on their boots.

"You can't do anything any more - no spreading of manure, no transporting animals, nothing," said a farmer from the eastern province of Overijssel, the latest to be hit. Verification of the virus this week at one holding near Dalfsen prompted the protective closure of eight others nearby.

Agriculture ministry inspectors arrive in white overalls and wellingtons, hammer a notice on the farm gate. By sunset a mechanical scoop is loading carcasses on to a high-sided truck. More than 5m pigs have met their end this way since the disease, harmless to humans, broke out near the Belgian border in February.

The Dutch epidemic, and an outbreak of foot and mouth disease in Taiwan, the main supplier of pork to Japan, have created volatility in pig prices worldwide. Sharp rises in April and May have been reversed, but they could rise again if Japan imports more from Europe.

The Dutch ministry says its cull, based on breeding and transport curbs - although failing in their original intention to stop swine fever spreading north of the great rivers which bisect the country - have set new cases on a declining trend.

Its short-term measures are broadly supported by the LTO, the main agricultural association, which says that the outbreaks at 30 per week seen earlier in the year are now below 10.

But the two are locked in combat over plans unveiled last month to put the highly intensive pig sector into longer-term shape. Mr Jozias van Aartsen, the farm minister, is proposing a cut of a quarter in the number of animals produced.

In what he acknowledges is a drastic restructuring aimed at a "better, but by definition smaller, sector", Mr van Aartsen envisages a quota system comparable to that for dairy cattle.

Pig production rights per farm would be 25 per cent below the 1996 headcount, could be transferred only within the same region, and only if the buyer met all requirements of the "farm of the future".

Those wishing to expand would have to meet emission standards for ammonia, improve hygiene and house pigs more sparsely - a sow should have at least 2 sq m to 3 sq m.

Breeders would be able to deliver to as few as three fattening farms, which would each be restricted to one such supplier.

Beyond that, Mr van Aartsen proposed to parliament that farmers themselves should increasingly bear the financial consequences of outbreaks of animal disease. Swine fever had cost the government more than F1bn (\$472m) so far this year, he noted, while the maximum contribution asked of the industry was F142.5m. Levies would be linked to the extent which a farmer had undertaken preventative tasks.

The LTO denounces this as using the current crisis to demand measures "out of all proportion and counter-productive". It told the minister: "By cutting the number of animals by 25 per cent at each operation, the room for investment will decline. Dutch pig owners thus become deprived in the coming years of the potential to invest in, for instance, the environment and welfare."

In addition, it argued, any cut in domestic production would be taken up by livestock holders in other countries, or through the relocation of Dutch pig breeders to Belgium and Germany. The LTO rejected an invitation to meet Mr van Aartsen before producing its own proposals next month.

Although the number of dedicated piggeries more than halved to 21,245 last year from 44,127 in 1980, the pig population increased from 10.1m to 14.4m.

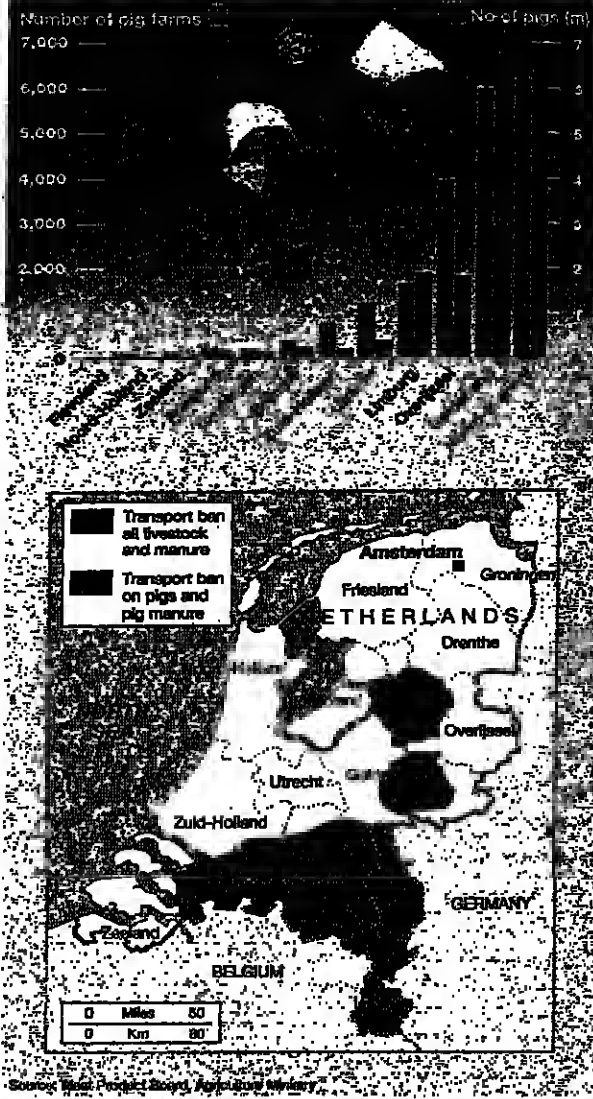
The industry, concentrated in the four provinces now touched by the virus, has since 1992 operated a quality control scheme covering 70 per cent of total pork production by the end of last year. This involves the exchange of data among producer, trader, slaughterhouse, cutting plant, butcher and supermarket in order to create an integral chain from farmer to retailer.

While pork is the most popular meat in the Netherlands, about three-quarters of output has in recent years been exported, earning some F15.5bn last year. Germany has been the biggest customer for pigmeat, while Spain became the main export market for live piglets as the Dutch built a market in breeding stock.

All this is now in jeopardy. "There is a crumbling chain structure, poor discipline in the chain and an inadequate animal health approach, while public and consumer opinions on animal welfare and the environment are changing strongly," the ministry maintains.

If Mr van Aartsen has his way, the pig rearing industry in the Netherlands will never return to what had been regarded as normal.

## A pig of a problem: swine fever spreads



## COMMODITIES PRICES

### BASE METALS

#### LONDON METAL EXCHANGE

(Prices from Amalgamated Metal Trading)

■ ALUMINIUM, 99.7% Purity (per tonne)

	Close	High	Low	Open
Close	1796.5-98.5	1798.50	1796.50	1796.50
Previous	1742.5-44.5	1736.37		
High/Low	1775/1771	1773/1753		
AM Official	1775-76	1758-55		
Kerb close	1775-76	1758-55		
Open Int.	290.094			
Total daily turnover	114,258			

■ ALUMINIUM ALLOY (per tonne)

	Close	High	Low	Open
Close	1520-30	1520-30		
Previous	1485-505	1520-30		
High/Low	1515-18	1545/1543		
AM Official	1515-18	1545/1543		
Kerb close	1515-18	1545/1543		
Open Int.	5.580			
Total daily turnover	1,150			

■ LEAD (per tonne)

	Close	High	Low	Open
Close	602-3	617-8		
Previous	587-88	604-05		
High/Low	604-05	617-88		
AM Official	604-05	617-88		
Kerb close	604-05	617-88		
Open Int.	36.486			
Total daily turnover	13,664			

■ NICKEL (per tonne)

	Close	High	Low	Open
Close	7140-50	7240-50		
Previous	7090-90	7180-90		
High/Low	7240/7180	7240/7180		
AM Official	7076-77	7180-90		
Kerb close	51,877	7250-90		
Open Int.	10,208			

■ TIN (per tonne)

	Close	High	Low	Open
Close	5925-15	5935-40		
Previous	5935-45	5930-60		
High/Low	5940/5930	5940/5930		
AM Official	5955-70	5990-95		
Kerb close	5955-70	5990-95		
Open Int.	15,897			
Total daily turnover	5,137			

■ ZINC, special High grade (per tonne)

	Close	High	Low	Open
Close	1645-48	1599-40		
Previous	1620-25	1599-40		
High/Low	1548/1547	1567/1526		
AM Official	1647-48	1541-42		
Kerb close	97,426	1540-41		
Open Int.	45,392			
Total daily turnover	5,137			

■ COPPER, grade A (per tonne)

	Close	High	Low	Open
Close	2358-61	2329-30		
Previous	2307-10	2287-58		
High/Low	2329/2287	2329/2287		
AM Official	2339-40	2309-10		
Kerb close	140,618	2329-33		
Open Int.	43,512			
Total daily turnover	1,589			

■ LME Official bid rates: 15999

■ LME Closing 2% rate: 15999

Spot 15999 3 mths 15999 6 mths 15999 9 mths 15999

■ HIGH GRADE COPPER (COMEX)

	Sett. Day's	High	Low	Open
Aug	107.00	110.70	107.00	351.2,889
Sept	108.10	110.80	108.10	4117.21,221
Oct	109.30	110.70	109.30	30.1,884
Nov	108.10	110.70	108.10	34.1,373
Dec	106.40	108.75	106.40	456.8,004
Jan	104.80	110.00	104.80	1.1,636
Total				5,698.43,966

■ UNLEADED GASOLINE

	Sett. Day's	High	Low	Open
Aug	172.50	174.00	172.50	4,205.15,801
Sept	174.00	175.50	174.00	5,957.21,280
Oct	175.00	177.00	175.00	1,155.10,288
Nov	176.00	178.00	176.00	829.5,792
Dec	177.00	179.00	177.00	1,044.12,994
Jan	178.00	180.00	178.00	254.7,744
Total				14,398.86,865

■ NATURAL GAS (per 1000 cu ft)

	Sett. Day's	High	Low	Open
Aug	3.950	4.050	3.950	50.445
Sept	4.050	4.150	4.050	50.1,090
Oct	4.150	4.250	4.150	360.5,865
Nov	4.250	4.350	4.250	50.1,090
Dec	4.350	4.450	4.350	50.1,090
Jan	4.450	4.550	4.450	50.1,090
Total				5,000.43,966

■ UNLEADED GASOLINE

	Sett. Day's	High	Low	Open
Aug	2.445	2.545	2.445	20,735.45,473
Sept	2.545	2.645	2.545	8,104.16,824
Oct	2.645	2.745	2.645	2,073.8,862
Nov	2.745	2.845	2.745	1,053.8,862
Dec	2.845	2.945	2.845	7,712.7,712
Jan	2.945	3.045	2.945	215.1,880
Total				34,999.86,865

### Precious Metals continued

#### ■ GOLD COMEX (100 Troy oz; \$/troy oz)

	Sett. Day's	High	Low	Open
Aug	321.5	323.5	321.5	285.795
Sept	322.5	324.5	322.5	2.2
Oct	323.5	325.5	323.5	94.5,530
Nov	324.5	326.5	324.5	20,711.115,334
Dec	325.5	327.5	325.5	224.12,406
Jan	326.5	328.5	326.5	6.5,478
Total				21,811.196,316

■ PLATINUM NYMEX (50 Troy oz; \$/troy oz)

	Sett. Day's	High	Low	Open
Aug	423.6	425.6	423.6	2,584.11,987
Sept	424.6	426.6	424.6	5.2,391
Oct	425.6	427.6	425.6	94.5,530
Nov	426.6	428.6	426.6	20,711.115,334
Dec	427.6	429.6	427.6	224.12,406
Jan	428.6	430.6	428.6	6.5,478
Total				21,811.196,316

■ PALLADIUM NYMEX (100 Troy oz; \$/troy oz)

	Sett. Day's	High	Low	Open
Aug	212.50	213.50	212.50	533.4,324
Sept	213.50	214.50	213.50	72.1,132
Oct	214.50	215.50	214.50	1.132
Nov	215.50	216.50	215.50	107
Dec	216.50	217.50	216.50	107
Jan	217.50	218.50	217.50	107
Total				1,132

■ SILVER COMEX (5000 Troy oz; \$/troy oz)

	Sett. Day's	High	Low	Open
Aug	436.1	437.1	436.1	5,570.54,993
Sept	437.1	438.1	437.1	72.1,132
Oct	438.1	439.1	438.1	1.132
Nov	439.1	440.1	439.1	107
Dec	440.1	441.1	440.1	107
Jan	441.1	442.1	441.1	107
Total				1,132

■ CRUDE OIL NYMEX (1,000 barrels; \$/barrel)

	Sett. Day's	High	Low	Open
Aug	20.50	20.60	20.50	33.173
Sept	20.60	20.70	20.60	64.258
Oct	20.70	20.80	20.70	5,095.35,138
Nov	20.80	20.90	20.80	11,429.48,263
Dec	20.90	21.00	20.90	1,174.13,235
Jan	21.00	21.10	21.00	n/a
Total				n/a

■ CRUDE OIL IPE (\$/barrel)

	Sett. Day's	High	Low	Open
Aug	19.10	19.20	19.10	12,437.51,412
Sept	19.20	19.30	19.20	8,684.







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WEEK OFFSHORE  
FIDS



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**For further information, please contact:**  
**Jenny Middleton**  
 Tel: +44 171 873 3794 Fax: +44 171 873 3204  
**or Gavin Bishop**  
 Tel: +852 2905 5555 Fax: +852 2537 1211  
**or Brigitte McAlinden**  
 Tel: +852 2905 5554 Fax: +852 2537 1211

Selling Price	Buying Price	+ or -	Yield Gross	Selling Price	Buying Price	+ or -	Yield Gross

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### AIM - Cont

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**Vernilles Group** ...  
**Memory Corp**

[illegible]

Big Marvel Scout CS ..  
BC Gas ..

	1983-84	1984-85	1985-86	1986-87	1987-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41	2041-42	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48	2048-49	2049-50	2050-51	2051-52	2052-53	2053-54	2054-55	2055-56	2056-57	2057-58	2058-59	2059-60	2060-61	2061-62	2062-63	2063-64	2064-65	2065-66	2066-67	2067-68	2068-69	2069-70	2070-71	2071-72	2072-73	2073-74	2074-75	2075-76	2076-77	2077-78	2078-79	2079-80	2080-81	2081-82	2082-83	2083-84	2084-85	2085-86	2086-87	2087-88	2088-89	2089-90	2090-91	2091-92	2092-93	2093-94	2094-95	2095-96	2096-97	2097-98	2098-99	2099-00	2100-01	2101-02	2102-03	2103-04	2104-05	2105-06	2106-07	2107-08	2108-09	2109-10	2110-11	2111-12	2112-13	2113-14	2114-15	2115-16	2116-17	2117-18	2118-19	2119-20	2120-21	2121-22	2122-23	2123-24	2124-25	2125-26	2126-27	2127-28	2128-29	2129-30	2130-31	2131-32	2132-33	2133-34	2134-35	2135-36	2136-37	2137-38	2138-39	2139-40	2140-41	2141-42	2142-43	2143-44	2144-45	2145-46	2146-47	2147-48	2148-49	2149-50	2150-51	2151-52	2152-53	2153-54	2154-55	2155-56	2156-57	2157-58	2158-59	2159-60	2160-61	2161-62	2162-63	2163-64	2164-65	2165-66	2166-67	2167-68	2168-69	2169-70	2170-71	2171-72	2172-73	2173-74	2174-75	2175-76	2176-77	2177-78	2178-79	2179-80	2180-81	2181-82	2182-83	2183-84	2184-85	2185-86	2186-87	2187-88	2188-89	2189-90	2190-91	2191-92	2192-93	2193-94	2194-95	2195-96	2196-97	2197-98	2198-99	2199-00	2200-01	2201-02	2202-03	2203-04	2204-05	2205-06	2206-07	2207-08	2208-09	2209-10	2210-11	2211-12	2212-13	2213-14	2214-15	2215-16	2216-17	2217-18	2218-19	2219-20	2220-21	2221-22	2222-23	2223-24	2224-25	2225-26	2226-27	2227-28	2228-29	2229-30	2230-31	2231-32	2232-33	2233-34	2234-35	2235-36	2236-37	2237-38	2238-39	2239-40	2240-41	2241-42	2242-43	2243-44	2244-45	2245-46	2246-47	2247-48	2248-49	2249-50	2250-51	2251-52	2252-53	2253-54	2254-55	2255-56	2256-57	2257-58	2258-59	2259-60	2260-61	2261-62	2262-63	2263-64	2264-65	2265-66	2266-67	2267-68	2268-69	2269-70	2270-71	2271-72	2272-73	2273-74	2274-75	2275-76	2276-77	2277-78	2278-79	2279-80	2280-81	2281-82	2282-83	2283-84	2284-85	2285-86	2286-87	2287-88	2288-89	2289-90	2290-91	2291-92	2292-93	2293-94	2294-95	2295-96	2296-97	2297-98	2298-99	2299-00	2300-01	2301-02	2302-03	2303-04	2304-05	2305-06	2306-07	2307-08	2308-09	2309-10	2310-11	2311-12	2312-13	2313-14	2314-15	2315-16	2316-17	2317-18	2318-19	2319-20	2320-21	2321-22	2322-23	2323-24	2324-25	2325-26	2326-27	2327-28	2328-29	2329-30	2330-31	2331-32	2332-33	2333-34	2334-35	2335-36	2336-37	2337-38	2338-39	2339-40	2340-41	2341-42	2342-43	2343-44	2344-45	2345-46	2346-47	2347-48	2348-49	2349-50	2350-51	2351-52	2352-53	2353-54	2354-55	2355-56	2356-57	2357-58	2358-59	2359-60	2360-61	2361-62	2362-63	2363-64	2364-65	2365-66	2366-67	2367-68	2368-69	2369-70	2370-71	2371-72	2372-73	2373-74	2374-75	2375-76	2376-77	2377-78	2378-79	2379-80	2380-81	2381-82	2382-83	2383-84	2384-85	2385-86	2386-87	2387-88	2388-89	2389-90	2390-91	2391-92	2392-93	2393-94	2394-95	2395-96	2396-97	2397-98	2398-99	2399-00	2400-01	2401-02	2402-03	2403-04	2404-05	2405-06	2406-07	2407-08	2408-09	2409-10	2410-11	2411-12	2412-13	2413-14	2414-15	2415-16	2416-17	2417-18	2418-19	2419-20	2420-21	2421-22	2422-23	2423-24	2424-25	2425-26	2426-27	2427-28	2428-29	2429-30	2430-31	2431-32	2432-33	2433-34	2434-35	2435-36	2436-37	2437-38	2438-39	2439-40	2440-41	2441-42	2442-43	2443-44	2444-45	2445-46	2446-47	2447-48	2448-49	2449-50	2450-51	2451-52	2452-53	2453-54	2454-55	2455-56	2456-57	2457-58	2458-59	2459-60	2460-61	2461-62	2462-63	2463-64	2464-65	2465-66	2466-67	2467-68	2468-69	2469-70	2470-71	2471-72	2472-73	2473-74	2474-75	2475-76	2476-77	2477-78	2478-79	2479-80	2480-81	2481-82	2482-83	2483-84	2484-85	2485-86	2486-87	2487-88	2488-89	2489-90	2490-91	2491-92	2492-93	2493-94	2494-95	2495-96	2496-97	2497-98	2498-99	2499-00	2500-01	2501-02	2502-03	2503-04	2504-05	2505-06	2506-07	2507-08	2508-09	2509-10	2510-11	2511-12	2512-13	2513-14	2514-15	2515-16	2516-17	2517-18	2518-19	2519-20	2520-21	2521-22	2522-23	2523-24	2524-25	2525-26	2526-27	2527-28	2528-29	2529-30	2530-31	2531-32	2532-33	2533-34	2534-35	2535-36	2536-37	2537-38	2538-39	2539-40	2540-41	2541-42	2542-43	2543-44	2544-45	2545-46	2546-47	2547-48	2548-49	2549-50	2550-51	2551-52	2552-53	2553-54	2554-55	2555-56	2556-57	2557-58	2558-59	2559-60	2560-61	2561-62	2562-63	2563-64	2564-65	2565-66	2566-67	2567-68	2568-69	2569-70	2570-71	2571-72	2572-73	2573-74	2574-75	2575-76	2576-77	2577-78	2578-79	2579-80	2580-81	2581-82	2582-83	2583-84	2584-85	2585-86	2586-87	2587-88	2588-89	2589-90	2590-91	2591-92	2592-93	2593-94	2594-95	2595-96	2596-97	2597-98	2598-99	2599-00	2600-01	2601-02	2602-03	2603-04	2604-05	2605-06	2606-07	2607-08	2608-09	2609-10	2610-11	2611-12	2612-13	2613-14	2614-15	2615-16	2616-17	2617-18	2618-19	2619-20	2620-21	2621-22	2622-23	2623-24	2624-25	2625-26	2626-27	2627-28	2628-29	2629-30	2630-31	2631-32	2632-33	2633-34	2634-35	2635-36	2636-37	2637-38	2638-39	2639-40	2640-41	2641-42	2642-43	2643-44	2644-45	2645-46	2646-47	2647-48	2648-49	2649-50	2650-51	2651-52	2652-53	2653-54	2654-55	2655-56	2656-57	2657-58	2658-59	2659-60	2660-61	2661-62	2662-63	2663-64	2664-65	2665-66	2666-67	2667-68	2668-69	2669-70	2670-71	2671-72	2672-73	2673-74	2674-75	2675-76	2676-77	2677-78	2678-79	2679-80	2680-81	2681-82	2682-83	2683-84	2684-85	2685-86	2686-87	2687-88	2688-89	2689-90	2690-91	2691-92	2692-93	2693-94	2694-95	2695-96	2696-97	2697-98	2698-99	2699-00	2700-01	2701-02	2702-03	2703-04	2704-05	2705-06	2706-07	2707-08	2708-09	2709-10	2710-11	2711-12	2712-13	2713-14	2714-15	2715-16	2716-17	2717-18	2718-19	2719-20	2720-21	2721-22	2722-23	2723-24	2724-25	2725-26	2726-27	2727-28	2728-29	2729-30	2730-31	2731-32	2732-33	2733-34	2734-35	2735-36	2736-37	2737-38	2738-39	2739-40	2740-41	2741-42	2742-43	2743-44	2744-45	2745-46	2746-47	2747-48	2748-49	2749-50	2750-51	2751-52	2752-53	2753-54	2754-55	2755-56	2756-57	2757-58	2758-59	2759-60	2760-61	2761-62	2762-63	2763-64	2764-65	2765-66	2766-67	2767-68	2768-69	2769-70	2770-71	2771-72	2772-73	2773-74	2774-75	2775-76	2776-77	2777-78	2778-79	2779-80	2780-81	2781-82	2782-83	2783-84	2784-85	2785-86	2786-87	2787-88	2788-89	2789-90	2790-91	2791-92	2792-93	2793-94	2794-95	2795-96	2796-97	2797-98	2798-99	2799-00	2800-01	2801-02	2802-03	2803-04	2804-05	2805-06	2806-07	2807-08	2808-09	2809-10	2810-11	2811-12	2812-13	2813-14	2814-15	2815-16	2816-17	2817-18	2818-19	2819-20	2820-21	2821-22	2822-23	2823-24	2824-25	2825-26	2826-27	2827-28	2828-29	2829-30	2830-31	2831-32	2832-33	2833-34	2834-35	2835-36	2836-37	2837-38	2838-39	2839-40	2840-41	2841-42	2842-43	2843-44	2844-45	2845-46	2846-47	2847-48	2848-49	2849-50	2850-51	2851-52	2852-53	2853-54	2854-55	2855-56	2856-57	2857-58	2858-59	2859-60	2860-61	2861-62	2862-63	2863-64	2864-65	2865-66	2866-67	2867-68	2868-69	2869-70	2870-71	2871-72	2872-73	2873-74	2874-75	2875-76	2876-77	2877-78	2878-79	2879-80	2880-81	2881-82	2882-83	2883-84	2884-85	2885-86	2886-87	2887-88	2888-89	2889-90	2890-91	2891-92	2892-93	2893-94	2894-95	2895-96	2896-97	2897-98	2898-99	2899-00	2900-01	2901-02	2902-03	2903-04	2904-05	2905-06	2906-07	2907-08	2908-09	2909-10	2910-11	2911-12	2912-13	2913-14	2914-15	2915-16	2916-17	2917-18	2918-19	2919-20	2920-21	2921-22	2922-23	2923-24	2924-25	2925-26	2926-27	2927-28	2928-29	2929-30	2930-31	2931-32	2932-33	2933-34	2934-35	2935-36	2936-37	2937-38	2938-39	2939-40	2940-41	2941-42	2942-43	2943-44	2944-45	2945-46	2946-47	2947-48	2948-49	2949-50	2950-51	2951-52	2952-53	2953-54	2954-55	2955-56	2956-57	2957-58	2958-59	2959-60	2960-61	2961-62	2962-63	2963-64	2964-65	2965-66	2966-67	2967-68	2968-69	2969-70	2970-71	2971-72	2972-73	2973-74	2974-75	2975-76	2976-77	2977-78	2978-79	2979-80	2980-81	2981-82	2982-83	2983-84	2984-85	2985-86	2986-87	2987-88	2988-89	2989-90	2990-91	2991-92	2992-93	2993-94	2994-95	2995-96	2996-97	2997-98	2998-99	2999-00	3000-01	3001-02	3002-03	3003-04	3004-05	3005-06	3006-07	3007-08	3008-09	3009-10	3010-11	3011-12	3012-13	3013-1
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estimated Net Asset  
in pence per share  
amounts to 12.5 pence

<p>* High and low marks reached thus have been adjusted to allow for changes in corporate income tax rates (increased or required) or when income taxes reduced, increased or deferred.</p> <p>* Figures or report available.</p> <p>* Rule 2.1 (b)(4) Overseas incorporated companies listed on an exchange.</p> <p>* From annual financial report available, see details below.</p> <p>* Rule 4.2(a)(1) Non-incorporated non-foreign companies.</p> <p>* Price at time of offering.</p> <p>* Indicated dividend yield after pending scrip and/or rights issue.</p> <p>* Price at time of offering.</p> <p>* Percent dividend yield, p/a based on earnings reported in the financial statement.</p> <p>* Dividend collection investment scheme.</p>	<p>* High and low marks reached thus have been adjusted to allow for changes in corporate income tax rates (increased or required) or when income taxes reduced, increased or deferred.</p> <p>* Figures or report available.</p> <p>* Rule 2.1 (b)(4) Overseas incorporated companies listed on an exchange.</p> <p>* From annual financial report available, see details below.</p> <p>* Rule 4.2(a)(1) Non-incorporated non-foreign companies.</p> <p>* Price at time of offering.</p> <p>* Indicated dividend yield after pending scrip and/or rights issue.</p> <p>* Price at time of offering.</p> <p>* Percent dividend yield, p/a based on earnings reported in the financial statement.</p> <p>* Dividend collection investment scheme.</p>	<p>* High and low marks reached thus have been adjusted to allow for changes in corporate income tax rates (increased or required) or when income taxes reduced, increased or deferred.</p> <p>* Figures or report available.</p> <p>* Rule 2.1 (b)(4) Overseas incorporated companies listed on an exchange.</p> <p>* From annual financial report available, see details below.</p> <p>* Rule 4.2(a)(1) Non-incorporated non-foreign companies.</p> <p>* Price at time of offering.</p> <p>* Indicated dividend yield after pending scrip and/or rights issue.</p> <p>* Price at time of offering.</p> <p>* Percent dividend yield, p/a based on earnings reported in the financial statement.</p> <p>* Dividend collection investment scheme.</p>
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#### Dividend yield

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## SUPPORT SERVICES - Contd

[illegible]

General Cable	135	7	2145	13
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FEB 1981		MAR 1981		APR 1981		MAY 1981		JUN 1981		JUL 1981		AUG 1981		SEP 1981		OCT 1981		NOV 1981		DEC 1981		TOTAL	
YR	MO	YR	MO	YR	MO	YR	MO	YR	MO	YR	MO	YR	MO	YR	MO	YR	MO	YR	MO	YR	MO	YR	
1981	1	1981	2	1981	3	1981	4	1981	5	1981	6	1981	7	1981	8	1981	9	1981	10	1981	11	1981	12
1982	1	1982	2	1982	3	1982	4	1982	5	1982	6	1982	7	1982	8	1982	9	1982	10	1982	11	1982	12
1983	1	1983	2	1983	3	1983	4	1983	5	1983	6	1983	7	1983	8	1983	9	1983	10	1983	11	1983	12
1984	1	1984	2	1984	3	1984	4	1984	5	1984	6	1984	7	1984	8	1984	9	1984	10	1984	11	1984	12
1985	1	1985	2	1985	3	1985	4	1985	5	1985	6	1985	7	1985	8	1985	9	1985	10	1985	11	1985	12
1986	1	1986	2	1986	3	1986	4	1986	5	1986	6	1986	7	1986	8	1986	9	1986	10	1986	11	1986	12
1987	1	1987	2	1987	3	1987	4	1987	5	1987	6	1987	7	1987	8	1987	9	1987	10	1987	11	1987	12
1988	1	1988	2	1988	3	1988	4	1988	5	1988	6	1988	7	1988	8	1988	9	1988	10	1988	11	1988	12
1989	1	1989	2	1989	3	1989	4	1989	5	1989	6	1989	7	1989	8	1989	9	1989	10	1989	11	1989	12
1990	1	1990	2	1990	3	1990	4	1990	5	1990	6	1990	7	1990	8	1990	9	1990	10	1990	11	1990	12
1991	1	1991	2	1991	3	1991	4	1991	5	1991	6	1991	7	1991	8	1991	9	1991	10	1991	11	1991	12
1992	1	1992	2	1992	3	1992	4	1992	5	1992	6	1992	7	1992	8	1992	9	1992	10	1992	11	1992	12
1993	1	1993	2	1993	3	1993	4	1993	5	1993	6	1993	7	1993	8	1993	9	1993	10	1993	11	1993	12
1994	1	1994	2	1994	3	1994	4	1994	5	1994	6	1994	7	1994	8	1994	9	1994	10	1994	11	1994	12
1995	1	1995	2	1995	3	1995	4	1995	5	1995	6	1995	7	1995	8	1995	9	1995	10	1995	11	1995	12
1996	1	1996	2	1996	3	1996	4	1996	5	1996	6	1996	7	1996	8	1996	9	1996	10	1996	11	1996	12
1997	1	1997	2	1997	3	1997	4	1997	5	1997	6	1997	7	1997	8	1997	9	1997	10	1997	11	1997	12
1998	1	1998	2	1998	3	1998	4	1998	5	1998	6	1998	7	1998	8	1998	9	1998	10	1998	11	1998	12

EXTRACTS & AFFAIRS

[illegible]

## AMERICANS

[illegible]

## CANADIANS

[illegible]

## SOUTH AFRICANS

Notes	Price	+ or -	\$2 week	Mkt	Yld	P/E
			high	low	Cd/Cdn	
Anglo Am Ind Ld	\$27 1/2	-	\$27 1/2	\$26 1/2	2,081	2 7/8
Bentley	98 1/2	-	99 1/2	98 1/2	1,632	15 1/2
Earle Film Prop R	185 1/2	+ 1/2	185 1/2	184 1/2	20.0	4.5
Sa Brown	\$28 1/2	-	\$28 1/2	\$13 1/2	5,916	1 1/2
Standard Bank	\$28 1/2	-	\$28 1/2	\$28 1/2	3,964	1 1/2
Tiger Dogs	105 1/2	-	1180	570	1,988	20 1/2
Timpanog-Hydro	779 1/2	+ 1/2	789 1/2	770 1/2	753.0	2.5

## GUIDE TO LONDON SHARE SERVICE

[illegible]

\* Highs and lows marked that have been adjusted to allow for capital changes

- 1 Interim since increased or resumed
- 2 Interim since reduced, passed or deferred
- 3 Rules or report available
- 4 **Figure 2.1(b)(4) Overseas incorporated companies listed on an**
- 5 **approved exchange.**
- 6 **Free annual/interim report available, see details below.**
- 7 **Rule 4.2(a) Irish incorporated non-listed companies.**
- 8 **Prior at time of suspension**
- 9 **Indicates dividend yield after pending scrip and/or rights issue**
- 10 **Warger bid or reorganization in progress**
- 11 **Forward dividend yield; p/e based on earnings updated by**
- 12 **latest interim statement**
- 13 **Unclassified, reflective of current scheme**

Yield based on  
unaffiliated dividend

- [illegible]

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**AUSTRALIA (Apr 7 / Aus)**

AUSTRALIA (Aug 7 / Asx)										NEW ZEALAND (Aug 7 / NZSX)										
Aug 7	Aug 6	%	High	Low	1987	Low	Aug 7	Aug 6	%	High	Low	1987	Low	Aug 7	Aug 6	%	High	Low	1987	
Argentina (29/7/87)	64	2487.56	2424.64	2487.56	64	1823.37	21	Japan	1487.10	1507.63	1487.10	1380.28	256	1232.82	104	Industrials	8253.31	8187.54	8188.45	63
Australia	241.7	2727.1	2705.5	2745.95	241.7	2352.20	14	Japan VIX/US	108.73	170.26	174.93	149.25	206	1150.16	154	Home Bldg	104.48	104.32	104.13	104.76
AI Ordinance/US	241.7	2727.1	2705.5	2745.95	241.7	2352.20	14	Mid Metals	623.30	591.74	594.68	527.57	252	623.38	78	Transport	3069.25	2991.11	2976.48	3069.25
AI Market/US	241.7	2727.1	2705.5	2745.95	241.7	2352.20	14	US Govt/US	60	527.58	518.02	502.00	486	539.69	49	Utilities	234.04	233.21	232.80	234.04
Austria	453.71	461.45	453.71	468.16	15	374.90	31	Medico	119.65	117.21	115.73	110.40	78	623.00	21	Oil Ind.	Day's Ind. Day's Ind. 8255.88	8255.88	8255.88	8255.88
AI Ordinance/US	241.7	2727.1	2705.5	2745.95	241.7	2352.20	14	Medico	60.4	67.2	63.8	64.40	78	623.00	21	Day's Ind. Day's Ind. 8255.88	8255.88	8255.88	8255.88	
Belgium	1453.07	1465.17	1453.07	1485.10	237	1372.51	21	Medico	239.74	232.71	234.91	226.92	307	239.74	14	Standard	110.48	108.13	108.25	110.48
BOL/US/US	241.7	2727.1	2705.5	2745.95	241.7	2352.20	14	Medico	227.38	219.17	214.82	227.38	78	1638.03	21	Compacted	960.32	952.57	950.30	960.32
Brazil	453.71	461.45	453.71	468.16	15	374.90	31	Medico	60.4	67.2	63.8	64.40	78	623.00	21	Industrials	1130.76	1122.00	1117.54	1130.76
Canada	1223.03	1180.80	1207.78	1187.97	67	659.59	29	Medico	239.74	232.71	234.91	226.92	307	239.74	14	Financial	110.48	108.13	108.25	110.48
Chile	453.71	461.45	453.71	468.16	15	374.90	31	Medico	227.38	219.17	214.82	227.38	78	1638.03	21	NYSE Comp.	467.00	462.96	461.53	467.00
Colombia	453.71	461.45	453.71	468.16	15	374.90	31	Medico	60.4	67.2	63.8	64.40	78	623.00	21	Asian Comp.	654.06	650.65	646.59	654.06
Czech Rep	453.71	461.45	453.71	468.16	15	374.90	31	Medico	239.74	232.71	234.91	226.92	307	239.74	14	NASDAQ Comp.	1638.44	1621.53	1605.44	1638.44
Denmark	453.71	461.45	453.71	468.16	15	374.90	31	Medico	227.38	219.17	214.82	227.38	78	1638.03	21	IN RAYONS	Aug 1	Jul 25	Jul 18	Year ago
France	638.05	634.78	636.99	658.58	177	476.14	21	Medico	60.4	67.2	63.8	64.40	78	623.00	21	Dow Jones Ind. Div. Yield	1.58	1.60	1.64	2.20
FR 100/US/US	395.86	364.75	360.40	368.88	78	2463.28	21	Medico	239.74	232.71	234.91	226.92	307	239.74	14	S & P Ind. Div. Yield	1.47	1.48	1.50	2.08
Germany	1359.59	1359.24	1359.24	1359.24	317	1283.19	21	Medico	60.4	67.2	63.8	64.40	78	623.00	21	S & P Ind. Pct. Ratio	28.35	28.35	28.35	21.18
GR 100/US/US	395.86	364.75	360.40	368.88	78	2463.28	21	Medico	239											

NEW YORK (Aug 7 / NYSE)										NORTH AMERICA (Aug 7 / NYSE)										
Aug 7	Aug 6	%	High	Low	1987	Low	Aug 7	Aug 6	%	High	Low	1987	Low	Aug 7	Aug 6	%	High	Low	1987	
Argentina (29/7/87)	64	2487.56	2424.64	2487.56	64	1823.37	21	Japan	1487.10	1507.63	1487.10	1380.28	256	1232.82	104	Industrials	8253.31	8187.54	8188.45	63
Australia	241.7	2727.1	2705.5	2745.95	241.7	2352.20	14	Japan VIX/US	108.73	170.26	174.93	149.25	206	1150.16	154	Home Bldg	104.48	104.32	104.13	104.76
AI Ordinance/US	241.7	2727.1	2705.5	2745.95	241.7	2352.20	14	Mid Metals	623.30	591.74	594.68	527.57	252	623.38	78	Transport	3069.25	2991.11	2976.48	3069.25
AI Market/US	241.7	2727.1	2705.5	2745.95	241.7	2352.20	14	US Govt/US	60	527.58	518.02	502.00	486	539.69	49	Utilities	234.04	233.21	232.80	234.04
Austria	453.71	461.45	453.71	468.16	15	374.90	31	Medico	119.65	117.21	115.73	110.40	78	623.00	21	Oil Ind.	Day's Ind. Day's Ind. 8255.88	8255.88	8255.88	8255.88
AI Ordinance/US	241.7	2727.1	2705.5	2745.95	241.7	2352.20	14	Medico	60.4	67.2	63.8	64.40	78	623.00	21	Day's Ind. Day's Ind. 8255.88	8255.88	8255.88	8255.88	
Belgium	1453.07	1465.17	1453.07	1485.10	237	1372.51	21	Medico	239.74	232.71	234.91	226.92	307	239.74	14	Standard	110.48	108.13	108.25	110.48
BOL/US/US	241.7	2727.1	2705.5	2745.95	241.7	2352.20	14	Medico	227.38	219.17	214.82	227.38	78	1638.03	21	Compacted	960.32	952.57	950.30	960.32
Brazil	453.71	461.45	453.71	468.16	15	374.90	31	Medico	60.4	67.2	63.8	64.40	78	623.00	21	Industrials	1130.76	1122.00	1117.54	1130.76
Canada	1223.03	1180.80	1207.78	1187.97	67	659.59	29	Medico	239.74	232.71	234.91	226.92	307	239.74	14	Financial	110.48	108.13	108.25	110.48
Chile	453.71	461.45	453.71	468.16	15	374.90	31	Medico	227.38	219.17	214.82	227.38	78	1638.03	21	NYSE Comp.	467.00	462.96	461.53	467.00
Colombia	453.71	461.45	453.71	468.16	15	374.90	31	Medico	60.4	67.2	63.8	64.40	78	623.00	21	Asian Comp.	654.06	650.65	646.59	654.06
Czech Rep	453.71	461.45	453.71	468.16	15	374.90	31	Medico	239.74	232.71	234.91	226.92	307	239.74	14	NASDAQ Comp.	1638.44	1621.53	1605.44	1638.44
Denmark	453.71	461.45	453.71	468.16	15	374.90	31	Medico	227.38	219.17	214.82	227.38	78	1638.03	21	IN RAYONS	Aug 1	Jul 25	Jul 18	Year ago
France	638.05	634.78	636.99	658.58	177	476.14	21	Medico	60.4	67.2	63.8	64.40	78	623.00	21	Dow Jones Ind. Div. Yield	1.58	1.60	1.64	2.20
FR 100/US/US	395.86	364.75	360.40	368.88	78	2463.28	21	Medico	239.74	232.71	234.91	226.92	307	239.74	14	S & P Ind. Div. Yield	1.47	1.48	1.50	2.08
Germany	1359.59	1359.24	1359.24	1359.24	317	1283.19	21	Medico	60.4	67.2	63.8	64.40	78	623.00	21	S & P Ind. Pct. Ratio	28.35	28.35	28.35	21.18
GR 100/US/US	395.86	364.75	360.40	368.88	78	2463.28	21	Medico	239											

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Australia	241.7	2727.1	2705.5	2745.95	241.7	2352.20	14	Japan VIX/US	108.73	170.26	174.93	149.25	206	1150.16	154	Home Bldg	104.48	104.32	104.13	104.76
AI Ordinance/US	241.7	2727.1	2705.5	2745.95	241.7	2352.20	14	Mid Metals	623.30	591.74	594.68	527.57	252	623.38	78	Transport	3069.25	2991.11	2976.48	3069.25
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AI Ordinance/US	241.7	2727.1	2705.5	2745.95	241.7	2352.20	14	Medico	60.4	67.2	63.8	64.40	78	623.00	21	Day's Ind. Day's Ind. 8255.88	8255.88	8255.88	8255.88	
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AI Ordinance/US	241.7	2727.1	2705.5	2745.95	241.7	2352.20	14	Mid Metals	623.30											



## NEW YORK STOCK EXCHANGE PRICES

High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low	Last	Vol.	%	Chg.	Open	Close	High	Low
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**NASDAQ NATIONAL MARKET**[illegible]

4 per close August 2

[illegible]

# Cyprus.

Financial Times, World Business Newspaper,

Company	Mid price	Change on volume	High	Low	Company	Mid price	Change on volume	High	Low		
Standard	US\$87	-0.250	10040	3	Monnet 6 Housse	US\$25.00	-0.25	410	29.75	29.5	
Automat Systems	US\$87	-0.125	9250	9.25	Intermet Int'l	US\$25.00	-0.25	410	29.75	29.5	
Chemicals	FF11.5	1	14500	1	US\$25.00	-0.25	410	29.75	29.5		
Decorative Holdings	GBP5.65	-0.02	102450	4	Pr/tech	US\$3.825	-0.125	400	3.625	3.625	
De Colombia ADS	US\$12.025	-0.065	3500	25.25	26.25	Schwartz-Breitmenn	US\$2.00	-0.05	900	1.95	1.90
FDI INS	US\$1.05	-0.05	600	1.05	1.05	US\$3.825	-0.125	400	3.625	3.625	
Forest Systems ADS	US\$1.05	-0.05	600	1.05	1.05	US\$3.825	-0.125	400	3.625	3.625	
Intelligence	US\$1.05	-0.05	600	1.05	1.05	US\$3.825	-0.125	400	3.625	3.625	

Phone for 1999/1998 Please Note that mid prices and low prices are calculated from the 1999/1998 data and the 1999/1998 data can be found on the Web site at <http://www.easdaq.com> is EASDAQ's Web site. The 1999/1998 data is located in the 1999/1998 data and the 1999/1998 data is located in the 1999/1998 data.

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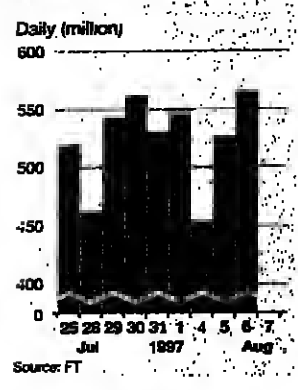
# Dow trades narrowly at midsession

## AMERICAS

US stocks had a lacklustre morning with the principal indices rising modestly against a background of a flat market, writes John Labate in New York.

The Dow Jones Industrial Average had risen 14.17 at 8,273.94 by early afternoon. The Standard & Poor's 500 index had added less than one point at 960.73. Market volume was moderate.

## NYSE volume



The technology-weighted Nasdaq composite index also showed gains of less than a point at 1,631.33.

"There's been a significant shift away from non-durable goods, basic materials and technology stocks," said Mr Michael Metz, chief investment strategist at Oppenheimer in New York. Investors are favouring stocks that can deliver on overseas expansion and export growth, Mr Metz added.

Underpinning the Dow were gains by telecommunications leader AT&T and equipment producer Caterpillar, both of which benefited from recent upgrades by analysts. AT&T shares rose 1 1/4% more than 4 per cent at \$29 1/2, while Caterpillar gained 3 1/2% at \$61 1/2.

Financial stocks traded lower, reversing the recent

run of strong sessions. "Banks have been up so much the last couple of days that this is just a pullback," said Mr Warren Epstein, director of trading at Richard Rosenblatt & Company in New York.

Citigroup, one of the sector's biggest recent gainers, fell 1 1/2% at \$138. However, Bank of America continued to make upward progress, trading 1/4% higher at \$47 1/2.

Midday bond prices were little changed with the long bond price hovering at 101 1/2 to yield 6.477 per cent.

Technology stocks were mixed and the Pacific Stock Exchange's technology index edged up less than one point to 338.58. Software leader Microsoft fell 1/4% at \$143 1/2, and rival Oracle lost 3/4% at \$57 1/2. Apple Computer continued to surge higher, rising 3/4% or more than 10 per cent at \$29 1/2. Compagny Computer also advanced, gaining 3/4% to \$62 1/2.

TORONTO continued to climb into uncharted territory, building on the record highs of the past two days with an active early session. At noon, the 300 composite index was 17.40 ahead at 6,961.10.

Gold continued to gain ground and there was a good rise at Northern Telecom on news of a supply contract with the Daimler Benz group of Germany. Banks reacted to their recent strong run with a mixed performance. Both Barrick Gold and Placer Dome gained 35 cents, rising to C\$31.45 and C\$23.75 respectively. Northern Telecom jumped C\$1.75 to C\$145.25. Royal Bank of Canada added 15 cents at C\$67.75 but Toronto-Dominion Bank dipped 15 cents to C\$44.55.

Among leaders generally, Alcan Aluminium gained 15 cents to C\$54.45 and Seagram rose 25 cents to C\$52.50. Newbridge Networks shed 90 cents to C\$63.65.

# Mexico City slips lower

Latin American centres had a mixed morning with losses among the two leading bourses overshadowing modest gains elsewhere.

MEXICO CITY still had the bit firmly between its teeth at the outset, moving rapidly at the opening bell and showing every indication of wanting to build on the previous day's record close.

But the momentum quickly fizzled out and by mid-morning the market was starting to slip lower.

The IPC index, which had advanced a further 1.2 per

cent after the first hour of trading, was 11.50 lower at 5,201.39 at midsession. Dealers said the opening surge was due partly to run over orders from Wednesday.

"There was no real follow-through and then the profit-takers came in," said one broker.

Market heavyweight Telcel was off 10 centavos at 21.55 pesos at the end of morning trading.

SAO PAULO traded quietly in subdued volume. At midsession the Bovespa index was 100 lower at 12,423.

# Fresh record for Jo'burg

Johannesburg moved ahead strongly on demand and futures-driven trade.

The all-share index pierced the 7,600 level for the first time with a 67.6 rise to 7,614.4 in big turnover.

De Beers jumped more than 5 per cent to a high of R178.00.

Sentiment was boosted by buoyant foreign markets

and continued speculation that interest rates would be cut. Sasol was seen as a rand-hedge and trade in the shares accounted for R300m of the day's turnover of R1.9bn.

Sasol ended at R59.00, up 75 cents.

The industrial index rose 67.1 to a new closing high of 9,314.2 and golds put on 10.1 to 967.1.

## EUROPE

Buoyed by solid corporate results and an active day for the financial sectors, FRANKFURT moved ahead strongly to close within easy reach of best-ever levels.

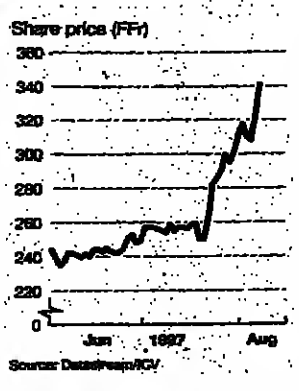
Top of the range results from Schering and Veba, plus a positive statement from Billfinger and Berger, set an upbeat tone from the opening bell and the broad market barely faltered throughout the session.

In good two-way volume, the Dax rose 63.53 to an all-time high of 4,628.08. This was 32 points short of the session-high and just 10 points above the all-time high set on the last day of July.

It was a strong session, underpinned later on by the record highs on Wall Street. Allianz jumped DM13.30 to DM458.50 and the banks were in equally buoyant form amid renewed talk of mergers. Deutsche Bank gained DM2.85 to DM120.50. Dresdner rose DM3.04 to DM81.65 and Commerzbank DM1.48 to DM63.95.

Veba ended DM1.40 higher at DM112.70 after strong interim results led Goldman Sachs to reiterate its "buy" recommendation and up its target price to DM125. DG Bank edged up its Veba earnings forecasts for this year and 1998. Among other

## CCF



utilities, Viag added DM10.50 to DM784.50.

Schering improved 40p to DM207.50 after forecasting 20 per cent earnings growth for this year. "This group is notoriously conservative," said one broker. Hypo-Bank lifted 1997 earnings estimates for the chemicals and drugs group.

Billfinger's forecast of a 4 per cent rise in construction output this year lifted the stock 50p to DM76. News that Siemens is to buy the other half of its joint components venture with Ford of the UK sent Siemens up DM4.75 to DM92.20. Adidas gained DM12.50 to DM230.50 after Commerzbank reaffirmed its "buy" stance for the shares and set a target price of DM250.

# Tokyo reverses firm opening to end 1.2% lower

## ASIA PACIFIC

Tokyo tumbled as the decline in Nikkei 225 index futures prompted arbitrageurs to pull out of cash stocks, writes Gwen Robinson.

The Nikkei 225 average slid 226.22 or 1.2 per cent to 19,475.85 after trading between 19,336.14 and 19,772.18. Trading began on a firm note as domestic and foreign institutions carried out large basket-style purchases. Banks reversed their earlier moves, following the previous day's report that the government will allow banks other financial institutions to issue perpetual bonds.

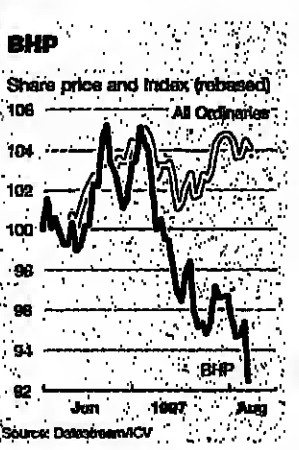
But the upward momentum was soon lost once Nikkei index futures started to slide in Osaka, which sparked fresh bouts of profit-taking in the cash market. The 225 index slid further in the afternoon as securities houses sold construction-related stocks on growing concern about the sector's financial health.

Volume eased from 392m shares to an estimated 378m. Declines overwhelmed advances 869 to 228 with 155 unchanged. The Topix index of all first-section stocks fell 10.53 to 1,497.18 and the capital-weighted Nikkei 300 was down 1.80 at 293.03.

General contractors continued to suffer from concerns about the poor earnings outlook in the face of cash flow problems and planned cuts in public works spending. Aoki fell 77 to 1,960, Fujita Y21 to Y95, and Shimizu Y30 to Y70.

Many blue-chip exporters saw profit-taking after the previous day's gains. TDK slid Y90 to Y9,800, Kyocera Y270 to Y9,300 and Pioneer Electronic Y160 to Y2,740. Honda fell Y110 to Y3,690 and Toyota Y10 to Y3,250.

However, Sony rose Y200 to Y12,100 and Nikon Y90 to Y2,360.



Banking issues gained ground. Long-Term Credit Bank of Japan, the day's most active issue, rose Y36 to Y570 in spite of news that Moody's Investor Service had downgraded its senior debt rating. Industrial Bank of Japan rose Y20 to Y1,680 and Sakura Bank Y17 to Y735 on active buying by foreign brokers.

Ahead of today's listing of Fuji Television, broadcasting issues were popular. Nippon Television Network rose Y600 to Y47,600 and Tokyo Broadcasting System Y60 to Y3,020.

Among leading securities houses, Nomura Securities was the only winner, rising Y20 to Y1,700, while Daiwa Securities fell Y28 to Y760 and Yamaichi Securities Y14 to Y238.

In Osaka, the OSE average fell 162.96 to 20,225.85 and volume eased to 13m shares.

SYDNEY closed lower following a shake-out for resources leader BHP. The All Ordinaries index came off 9.4 to 2,717.7. BHP fell 55 cents or 3 per cent to A\$17.44 on news of management changes. Brambles gained A\$1.13 or 4 per cent to A\$29.11 following sparkling results from joint venture partner GKN of the UK.

JAKARTA fell steeply as higher interest rates and

PARIS also took its cue from Wall Street, but the CAC 40 index came off its high of 3,074.31 to end 19.25 up at 3,056.34.

Shares in bank Credit Commercial de France were boosted by comments suggesting it was considering a large acquisition. However, some analysts said CCF itself could be a takeover target, possibly from a German bank. The shares ended up FF19.20 or almost 6 per cent at FF341.20.

Hotels group Accor ended FF31.00 up at FF361 after first-half sales figures released late on Wednesday showed a sharp rise in the second quarter.

Rhône-Poulenc went in the opposite direction to the rest of the market as worries intensified that it might have to increase its bid for minorities in Rhône-Poulenc Rorer from the expected \$22 per share. The chemicals group lost FF4.00 to FF255.70.

AMSTERDAM broke new ground as the market focused on Wall Street's strength and finally laid to rest fears about interest rate increases. The AEX index broke through 1,000 to close at 1,010.97, up 18.08 or 1.8 per cent.

Sentiment was not affected by disappointing results from Elsevier and Royal Dutch Shell. Elsevier fell

## FTSE Actuaries Share Indices

August 7	Index	Day's %	Change points	Yield %	Dividend	Total return
FTSE 100	1015.78	+0.54	+5.46	2.25	0.00	1015.98
FTSE 250	2255.95	+0.82	+18.17	—	—	—
FTSE 350	1015.10	+0.31	+3.14	2.25	0.00	1015.54
FTSE 400	1015.10	+0.31	+3.14	2.25	0.00	1015.54
FTSE 450	1015.10	+0.31	+3.14	2.25	0.00	1015.54
FTSE 500	1015.10	+0.31	+3.14	2.25	0.00	1015.54
FTSE 550	1015.10	+0.31	+3.14	2.25	0.00	1015.54
FTSE 600	1015.10	+0.31	+3.14	2.25	0.00	1015.54
FTSE 650	1015.10	+0.31	+3.14	2.25	0.00	1015.54
FTSE 700	1015.10	+0.31	+3.14	2.25	0.00	1015.54
FTSE 750	1015.10	+0.31	+3.14	2.25	0.00	1015.54
FTSE 800	1015.10	+0.31	+3.14	2.25	0.00	1015.54
FTSE 850	1015.10	+0.31	+3.14	2.25	0.00	1015.54
FTSE 900	1015.10	+0.31	+3.14	2.25	0.00	1015.54
FTSE 950	1015.10	+0.31	+3.14	2.25	0.00	1015.54
FTSE 1000	1015.10	+0.31	+3.14	2.25	0.00	1015.54

See also 1000 Share Indices on FTSE International Ltd. Website: <http://www.ftse.com>

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